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Solving
Community Problems
through
Public/Private Partnerships

CHALLENGE

OF THE 1980s

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City of Boston
Kevin H. White, Mayor

Office of Intergovernmental Relations

1983

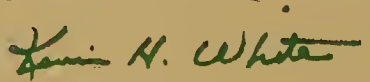
Contents .....

The ability to rise to the occasion is the hallmark of the Boston experience. Over 350 years of history has taught us that just as times change so do the challenges we face as a living, growing city.

Solving our community problems is one of the greatest challenges of urban life in the 1980s. Through the following pages we hope to introduce you to an innovative strategy for solving the many new and potentially debilitating community problems which currently confront Boston.

Public/private partnerships offer an unprecedented opportunity to all segments of the community to get involved in an effective problem-solving strategy. Highlighted in this publication are existing successful partnership arrangements. In addition, the unique combination of experience, accomplishment and variety of potential partnership opportunities which each city agency offers as a prospective partner is presented in the agency profiles.

The public/private partnership is, without doubt, an urban improvement program whose time has come. I hope that this document will excite your interest and gain your support for the program in the City of Boston.



Kevin H. White,
Mayor

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Solving Community Problems

BOSTON has continuing and new community problems which affect the quality of life for all who work and reside in the city. In addition to such ongoing issues as poverty and housing shortages, the city faces several new challenges. Among these new problems are: an expanded immigrant and non-English speaking population; a growing number of homeless persons and families; and severe unemployment for certain segments of the population, especially minorities and minority youth. These are but a few of the major challenges Boston faces in meeting the needs of her complex and diverse citizenry. To continue to successfully meet these challenges Boston must assess the viability of traditional problem solving strategies and move beyond these when necessary.

Traditional Responses

Traditionally, community problems have been viewed as public problems for which the public sector was responsible. In general, government funds were the primary resource used to combat such problems, and this public responsibility was demonstrated at every level of government. During the 1960s and 1970s programs derived from "The Great Society," and growing state and city human service budgets reflected the commitment by government to assume this responsibility.

As cities entered the decade of the 1980s, they faced reductions in government resources available to solve community problems. Major aspects of these overall reductions include:

Federal Funds

With the advent of the the "New Federalism," funds for human services were drastically reduced. In Boston, the estimated reduction in federal funds for human service programs since the Omnibus Reconciliation Act (1981) has been approximately forty-six percent.*

State Funds

State aid to cities has, in fact, increased in the past few years. However, as result of the New Federalism, states have underwritten the costs of financing programs previously funded by the Federal government as well as existing state services **. These burdens limit the assistance which states can provide to cities and towns for human services in the future.

Local Funds

In Boston, and across Massachusetts, the reduction in national resources is exacerbated by the revenue-raising limitations of Proposition 2½. Boston has often been forced to make choices between public safety and human services as a result of limited options for expanding resources to meet both sets of needs. The result of these various resource-limiting factors is a serious reduction in the availability of government funds for human services. These reductions underscore the need for developing more effective strategies for the delivery of services and for identifying new sources of funding.

* Darrel S. Harmer. The Impact of President Reagan's Proposed Fiscal Year 1984 Federal Budget on the City of Boston.

** States receive block grant funds for programs previously funded directly by the Federal government. However, these block grant funds represent a total reduction of twenty-five percent from previous funding levels.

Innovative Responses

A number of innovative strategies have been developed and implemented in the past decade, notably the creation of "public-private partnerships." The concept of public-private partnerships is not new. Over the last decade successful local partnership arrangements have been forged to solve community problems. Municipal government, local businesses, foundations, and non-profit organizations have recognized the value of a coordinated approach in setting priorities and addressing local problems.

Nationally, a broad range of successful partnership arrangements exists which can serve as models for other municipalities. For example, Baltimore has utilized a gift catalogue approach through its "Blue Chip-In" program. "Percent Clubs" have been developed in Minnesota, Louisville, Seattle and Baltimore to increase corporate support for community activities. These are but two successful models which can be adapted to meet the needs of any community.

Existing Local Partnership Efforts

Over the past year, several new public-private partnerships have been formed in Boston. In addition, several forums have been established to facilitate dialogue between the public and private sectors ***.

Major commitments have been made by public and private sector agencies to provide staff and funding for planning and program design to develop partnerships. These partnerships provide the community with an exciting and productive means for effectively addressing local problems. These initiatives have heightened local awareness of community problems and promoted a shared sense of responsibility for problem resolution.

Section I provides an opportunity to review some of the existing partnerships in Boston. Each partnership is unique in terms of its design, but all focus on solving community problems. These partnerships can serve as a point of departure for the formulation of future public-private partnerships with municipal human service agencies.

Despite existing initiatives, the potential for public-private partnerships in Boston has yet to be fully tapped. In fact, opportunities for public-private partnerships for human services programs are limitless, the possibilities for different partnership arrangements are vast, and therein lies both the excitement and the challenge.

*** Goals for Boston, a citywide forum brings together representatives from the public, private and non-profit sectors to raise and resolve community problems through public/private collaborations. The Private Sector Collaboration Committee (PSCC), a City of Boston sponsored forum convenes City and private sector representatives to address local problems of their mutual concern.

Forging New Public/Private Partnerships

The effectiveness of public-private partnerships has been established and their national and local successes have been acknowledged. What impediments remain to creating additional partnerships to address the many community problems? One major factor is "fear of the unknown" by those seeking a public partner.

Many city departments are currently performing important functions which address community problems. Many provide essential services to those in need. And yet, little is known about many of these departments. Section II is designed to better acquaint the concerned community member with city human service agencies and their functions. Specifically, each agency is presented as a prospective public partner. The department profiles anticipate and address concerns which a potential private partner might have. Each department has the capacity to be a successful and exciting partner in a public-private partnership, and each is unique in what it can bring to such an arrangement.

SUMMARY

- Solving community problems is a major challenge facing cities in the 1980s.
- Meeting this challenge requires adapting traditional strategies to the reality of reduced government resources and moving beyond these to developing innovative approaches.
- Public-private partnership is an innovative strategy for solving community problems which has demonstrated its effectiveness nationally and in Boston.
- Existing local partnerships demonstrate the partnership capabilities of city agencies and serve as a point of departure for the formulation of future public-private partnerships.
- Private partners should consider city human service agencies as prospective public collaborators in future partnerships because they offer a wide range of exciting partnership opportunities.

WILLIAM S. EDGERLY

Partnership that's working

What are public-private partnerships about? They are ventures that combine the responsibilities and resources of business, government, community agencies and foundations to meet a community need. Each partner brings resources. Each expects to benefit. There is the hard work of consensus-building, of compromise, of conciliation. Partnerships require crossing borders. Partnerships are creative and entrepreneurial by nature; they push the partners to think beyond the limits of their own organizations. They can change the nature of relationships between groups: city government moves from being a regulator to being an innovator. Business moves from being a spectator to being involved. Service providers see themselves not as applicants for funds but as important resources in developing programs.

Excerpted from a July 12, 1983 Boston *Globe* editorial

EXISTING PARTNERSHIPS

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Adult Illiteracy

In the United States, one in five adults lacks the reading and writing abilities needed to handle the minimal demands of daily living. In Boston, like many other large urban centers, the problem of adult functional illiteracy is one of large proportions. The economic and social consequences for the growing number of adults who lack a basic competence in reading, writing and math skills are devastating.

Many factors contribute to this growing problem, including poor public education, a rise in immigration, a decade of demographic shifts in the city, and a changing set of requirements for entry-level workers. Competition for entry-level jobs in Boston's advanced information services economy among individuals who can not compute, problem solve or speak English is unlikely, if not impossible. As Boston forges ahead into the information age, many of its adults lack the training to follow. Due to limited resources, current efforts in Boston to address the needs of these adults are disparate, unconnected and fall far behind the demand in services.

Good way to start
...on illiteracy
White airs program to aid illiterates

...is expected to serve ...s at 12 to 14 learning by a $1 — part of velopment ram — as om the Per- und of Bos- om the Bos- nority. f those busin- iuals willing to ne and their solve the prob- y in Boston need . It's Boston bu- ell as its residents ectly benefit from Literacy Initiative, een named.

By R.S. Kindleberger
Globe Staff

More than 100,000 adult Bostonians are functionally illiterate – unable to read above a fifth-grade level, according to estimates by city officials.
In response to the problem, 14 adult learning centers, financed by more than $1 million in city and ...rate funds, will be established or expa... ...ut the city over the summer. ... ...id yesterday. Joined by ...

Boston *Globe*, June 11, 1983 Boston *Herald*, June 13, 1983

Partnership Solution

Recognizing the inherent link between undereducation and unemployment, the City of Boston's Neighborhood Development and Employment Agency (NDEA) has responded with a major new initiative designed to combat the problem of adult functional illiteracy. The plan aims to improve and expand the capacity of adult basic education provision citywide and connect the programs to the existing employment and training system. The NDEA, through the use of the Community Development Block Grant, (CDBG) funds, will commit one million dollars to this effort over the next year. This dollar commitment is intended to leverage philanthropic and corporate support for the project.

Program Information

The goal of the Adult Literacy Initiative is to offer an occupational focus on basic educational instruction to Boston residents whose lack of basic competencies, English language skills or high school certification impede their labor force entry and mobility. To achieve this goal, the initiative aims to:

- Coordinate and improve the disparate adult education efforts which are currently operating in the City of Boston.
- Initiate new practices and concepts in the field of adult basic education in Boston, most importantly, that of 'occupational literacy'.
- Reach out to unserved or underserved segments of the adult population in need of competencies and/or certification and who are experiencing employment difficulties.
- Increase the level of effectiveness of service delivery in the City of Boston.

Partnership Players

Currently, NDEA has joined with the following public and private partners to insure success in achieving these goals:

PUBLIC PARTNERS

- **Neighborhood Development and Employment Agency**
- **Boston Housing Authority**
- **Boston Public Schools**

PRIVATE PARTNERS

- **Permanent Charity Fund of Boston**
- **Goals for Boston**
- **Boston Private Industry Council**

Community
Problem

Health Needs of the Elderly

Boston has a high concentration of the metropolitan area's elderly and elderly poor population. National demographic trends suggest that disproportionate increases in the number of elderly will continue. This situation has serious ramifications for the provision of services to the elderly.

Specifically, due to these population changes there is an increased need for low-cost, neighborhood-based preventative health services for the elderly population. Preventative services, when easily accessible, provide an extremely cost effective means by which many of the serious health problems which affect the elderly can be detected and successfully treated. However, government funds available for health and related services have either remained constant or been reduced as the need for services increases, thus creating a problem with serious ramifications for the elderly community.

Partnership Solution

In response to the need for neighborhood-based preventative health programs the Elderly Commission's Health Services Unit in coordination with Health and Hospitals has established a neighborhood-based blood pressure and hearing loss screening program.

The program was made possible as a result of donations of equipment and space, and the availability of staff from the Commission and a variety of other public and private institutions: Tufts New England Medical Center, Boston University Hospital, Brigham and Women's Hospital, Harvard Medical School Faculty, Emerson College, Encomp Corporation, The American Red Cross, Boston's network of Community Health Centers, and other geriatric health and social service agencies throughout the City.

Program Information

- **The Blood Pressure Screening Program** is currently based in the neighborhoods of Allston/Brighton, Roslindale/West Roxbury/Hyde Park, Mattapan/Roxbury/North Dorchester, South End/West End/Beacon Hill/Back Bay. Remaining parts of the city are targeted for similar programs beginning in September, 1983.
- **The Blood Pressure Screening Program** has screened 1600 Boston residents over the age of 60 between September, 1982 and July, 1983, and over 100 referrals for follow-up treatment have been made.
- **The Hearing Loss Screening Program (SOUND SCREEN II)** is currently being run as a pilot project in the neighborhoods of Back Bay, Brighton, South End, Roxbury and Roslindale. This service will be available to all Boston residents over the age of 60 on a citywide basis beginning in September, 1983.

As a pilot project, SOUND SCREEN II has served 225 clients during the months of June and July. Approximately 25 of these seniors have been referred for follow-up treatment.

The Commission plans to form a coalition with ear, nose and throat clinics, speech pathology programs, fraternal and civic organizations and the Telephone Pioneers (retired, unionized telephone workers) for the purpose of establishing a citywide hearing aid bank and scholarship fund in Fall, 1983.

Partnership Players

The Commission has been joined by private non-profit agencies and private institutions in an effort to address this community problem.

PUBLIC PARTNERS	PRIVATE NON-PROFIT PARTNERS	PRIVATE PARTNERS
Elderly Commission	The American National Red Cross	Tufts New England Medical Center
	Geriatric Health and Social Service Agencies, city-wide	Boston University Hospital
	Community Health Centers	Brigham and Women's Hospital
		Harvard Medical School
		Emerson College
		Encomp Corporation

Limited Low Rent Housing

A pressing shortage of decent, affordable rental housing exists in Boston today. The shortage is particularly severe for low- and moderate-income residents in the poorer neighborhoods of the City. Many opportunities exist in Boston for the rehabilitation of rental housing, especially in those neighborhoods which contain a large number of deteriorated, under-utilized and abandoned buildings.

Boston's rental stock plays a vital role in housing city residents. Two-thirds of the City's population live in rental housing. The 1980 Census shows that 73 percent of all housing units in the city are renter occupied, and that 78 percent of all housing units are in multi-family structures (i.e. two or more units per building).

A variety of factors has served to limit the supply of rental housing in Boston. Some of the rental stock has been lost to demolitions, projected to total 14,000 housing units from 1970-1985. Demolition of housing is usually the end result of a process of disinvestment and deterioration. In many of the City's low-income neighborhoods, crime, arson, and lack of mortgage funds and city services have led to the under-maintenance, abandonment and, in some cases, demolition of rental buildings. Another factor which has contributed to the reduction in rental housing stock has been conversion to condominiums and non-residential uses. It is estimated that between 1970 and 1985 these conversions will number 10,900 units. The development of rental housing has also been hindered by regulation. Rent control, uneven enforcement of the housing code, uneven tax assessments, and regulation of evictions for condominium conversions have made investors hesitant to enter into or stay in the rental housing market. Further compounding Boston's problem of limited rental housing is the continuing growth in demand for moderately priced rental units.

Partnership Solution

By combining public and private funds the Neighborhood Development and Employment Agency (NDEA), with the support of the Goals for Boston Committee, established a non-profit agency, The Boston Housing Partnership Inc., to finance the rehabilitation of low- and moderately priced multi-family housing.

Program Information

The goal of the Boston Housing Partnership is to continue to efficiently produce decent, affordable housing that is community sponsored. The demonstration program includes the following objectives:

- To rehabilitate 500 deteriorated housing units in 18 months.
- To keep required rents at approximately $180/month for a family of four.
- To focus on development packages averaging 50 units per project, with acquisition and rehabilitation costs totaling $20,000 per unit.
- To involve community-based organizations to sponsor and have long-term controlling interest in all developments.

Partnership Players

During the first year of the demonstration, the partnership will assemble a pool of subsidized housing rehabilitation funds including a commitment from NDEA of $1.5M in CDBG funds with an additional $13.5M in other public and private funds for a total of $15M to rehabilitate 500 dwelling units.

PUBLIC PARTNERS

- **Neighborhood Development and Employment Agency**
- **Massachusetts Executive Office of Communities and Development**

PRIVATE PARTNERS

- **Goals for Boston**
- **Community based organizations**

Mortality Rate for Young Adults

Between 1960 and 1979, the number of deaths nationally among youth aged 16-24 years climbed by 7.5 percent, reaching 50,000 deaths annually. Mortality statistics for youth in Boston depict a problem that is both citywide and particular to targeted areas. Target neighborhoods such as Roxbury and North Dorchester suffer from limited existing human service resources and greater neighborhood need for support services.

Data from 1977-1979 shows a death rate by homicide in the target area that was almost fourfold the national rate and almost twice the Boston rate.

Partnership Solution: The Boston Program for High Risk Youth

The Boston Program for High Risk Youth targets young people, aged 15 to 24, from Roxbury and North Dorchester who have been identified through various medical, education and community agencies with the following medical or mental health problems: high rates of suicide, violent acts, alcohol or drug abuse, venereal disease, teenage pregnancy, homicides, accidents, or mental illness. This age group was selected because of its high rates of targeted problems and its low participation in primary medical care.

Program Information

With prevention as a key focus, The Boston Program for High Risk Youth seeks referrals of youth aged 15-24 with the potential for any of the following medical or mental health problems: high rates of suicide, violent acts, alcohol or drug abuse, venereal disease, teenage pregnancy, homicides, accidents, or mental illness. Individuals with those targeted problems are identified at several entry points, including the BCH Emergency Room and Pediatric Walk-In Clinic, The Roxbury and Dorchester district courts, the Boston Public Schools of Districts V and VI as well as community agencies, churches and employment agencies. The youth are then directed to medical, mental health, and educational services in the BCH Ambulatory Care Center, the Dorchester House Multi-Service Center, and the Harvard Street Neighborhood Health Center.

Health Education programs are provided for both youth and physicians and nurses at the health care sites and at the public schools, to aid all those concerned in dealing with the complex problems of the targeted age group. To encourage participation in health education programs, recreational activities and job training are offered. For example, thirty teens have been placed in summer jobs at Boston City Hospital in a program funded by Action for Boston Community Development (ABCD) and are under the supervision of the Boston Program for High Risk Youth.

Partnership Players

The Boston Department of Health and Hospitals is the recipient of a four-year grant from a national foundation, the Robert Wood Johnson Foundation, to provide comprehensive medical services to high risk youth. Begun July 1, 1982, the project is a collaborative effort between the Boston Department of Health and Hospitals, Dorchester House Multi-Service Center, Harvard Street Neighborhood Health Center, district courts, public schools and recreation facilities.

PUBLIC PARTNERS	PRIVATE PARTNERS
• Boston Department of Health and Hospitals	• Dorchester House Multi-Service Center* • Harvard Street Neighborhood Health Center* • Robert Wood Johnson Fundation

* Private, non-profit, independently governed

Community
Problem

Quality of Public Education

Recent turnarounds have occurred in the Boston Public School System after a period of rising student dropout rates and declining student competency levels. Further improvements must be made to impact the following problems: only half of the students who enter ninth grade are still attending school as seniors; only one third of the system's high school students read at a grade level equal to their counterparts across the country; only one half of the graduates from the city's high schools go directly on to college or a full time job.

During that period of decline in the schools, Boston's economy has expanded and looks forward to continued growth. The jobs created in and around the city demand a more than minimum level of skills simply to hold them. These skills include reading, writing, math and self-discipline. The better jobs require even higher skills, attainable only through post-secondary education.

Partnership Solution: The Boston Compact

The Boston Compact is a concept aimed at implementing an operational plan with measurable goals to improve the Boston Public High Schools. Begun during Fall, 1982, it represents a partnership among city government, businesses, universities, cultural and community organizations, and the School Department itself to take some dramatic steps on behalf of the city's high school students.

The originality of the Compact lies in the use of a bargain or agreement as a device to channel mutual commitments. The schools commit themselves to improving the quality of their "products" — well educated school graduates — and in return the business community will give priority hiring to these qualified public school graduates.

Program Information

The Compact has adopted specific goals for the School Department and for the business community.

School Department goals include:

(1) A five percent increase per year in the number of students who graduate as compared with the number who entered ninth grade.

(2) By 1986, all graduates will demonstrate the reading and math skills necessary for employment through the achievement of minimum competency standards established by the Boston School Committee.

(3) A five percent increase per year in the number of graduates who are placed in jobs or in further education.

Business Community goals include:

(1) Sign up 200 companies to participate in the priority hiring effort;

(2) Place 400 qualified seniors in jobs upon graduation;

(3) Expand the Job Collaborative to four more high schools;

(4) Increase the summer jobs program by at least 33%.

Partnership Players

Substantial commitments have been made by the school department over the past year on behalf of activities to improve the high schools. Additional funding commitments have been made by the Neighborhood Development and Employment Agency (NDEA), the Private Industry Council (PIC) and private foundations and corporations, to total over $500,000 for the 1983-1984 school year.

PUBLIC PARTNERS

- **Boston Public Schools**
- **Neighborhood Development and Employment Agency**

PRIVATE PARTNERS

- **Goals for Boston**
- **Private Industry Council**
- **Trilateral Council for Quality Education**
- **Greater Boston Chamber of Commerce**
- **The Boston Committee**

Community Problem

Shortage of Primary Care Physicians

By the late 1960s, the City of Boston faced a serious public health problem. There had been a virtual disappearance of family doctors in many of Boston's neighborhoods. Access to personalized primary care in the neighborhood was almost non-existent. Because of the departure of family physicians more and more persons were turning to hospital out-patient departments and emergency rooms for their health care. These hospital services, however, did not offer continuity or comprehensive care; they were excessively expensive, overcrowded, not easily accessible, and they did not offer family oriented or preventive care.

Partnership Solution

In 1969, the Department of Health and Hospitals (DHH) in conjunction with the City of Boston and private hospitals developed the Community Health Center model. Community health centers were designed to bring highly qualified physicians back to the neighborhoods and to make comprehensive primary ambulatory care accessible to all the people of Boston.

Program Information

Today there are 25 community health centers in the City of Boston, providing primary care to over one third of the City's population. In 1980 there were more than 800,000 visits to these health centers.

The Department has taken two approaches in attempting to foster the development of neighborhood health centers. One group of six health centers is directly affiliated with the Boston City Hospital, receiving the bulk of their funding from the Department. A second group of fifteen health centers receives limited matching cash grants from the Department.

Each of these "matching grant" health centers is affiliated with another private Boston hospital which is responsible for providing funding or in-kind services which are of equivalent value to the grant provided by DHH. By offering a financial incentive, the Department aimed to encourage other Boston hospitals into active partnerships with community groups seeking to establish health centers within their own neighborhoods.

Partnership Players

The following public and private institutions have joined forces to successfully combat this serious community problem:

PUBLIC PARTNERS*	PRIVATE PARTNERS
Bowdoin Street Health Center	Carney Hospital
Little House Health Center	Carney Hospital
Codman Square Health Center	Carney Hospital, St. Margaret's Hospital
Mattapan Neighborhood Health Center	Carney Hospital
Neponset Health Center	Carney Hospital
Greater Roslindale Health Center	Carney Hospital, St. Margaret's Hospital
Bunker Hill Health Center	Massachusetts General Hospital
North End Health Center	Massachusetts General Hospital
Joseph Smith Health Center	St. Elizabeth's Hospital
South Cove Community Health Center	Tufts New England Medical Center
Roxbury Dental and Medical Group	New England Deaconness Hospital
Fenway Community Health Center	New England Deaconness Hospital
Brookside Park Family Life Center	Brigham and Women's Hospital
Southern Jamaica Plain Health Center	Brigham and Women's Hospital
Dimock Community Health Center	Beth Israel Hospital

* Most of these community health centers are governed by their own community boards and are legally autonomous, private non-profit agencies.

Summer Youth Unemployment

The problem of summer youth unemployment has reached unprecedented proportions in Boston and throughout the United States. Year-round unemployment is reported to be twice the City average, and minority youth unemployment to be 50 percent higher than the City average. Youth unemployment becomes particularly severe in the summer months when most youth are not in school and lack meaningful employment opportunities. Summer employment for these youths would provide supplemental income for their families and work experience upon which to build in the future.

Historically, the Federal government has taken the lead in providing funds for summer youth employment programs. However, under the Reagan administration the City has received 76 percent less in federal employment and training funds to directly support year round and summer youth programs. These funding reductions have resulted in fewer subsidized summer jobs, leaving greater numbers of Boston youth without gainful employment.

Partnership Solution: PIC Summer Jobs Program

In response to decreased numbers of federally subsidized summer youth jobs, the Neighborhood Development and Employment Agency (NDEA) and the Boston Private Industry Council (PIC) collaborated to create the Boston Summer Jobs Program. Through *Boston Summer Jobs*, NDEA and PIC approach businesses to obtain commitments to hire disadvantaged public high school students in need of work.

Program Information

In 1982, the Boston Summer Jobs Program was expanded by over 50 percent which translated into placing 852 students in private sector jobs. Over 40 percent of the 1982 Boston Summer Job participants were hired on a permanent basis by their employers at the end of the summer. The 1983 Summer Jobs Program placement goal is 1,000.

Partnership Arrangements

The following public and private entities have combined forces as partners to make this important youth program successful:

PUBLIC PARTNERS

- Neighborhood Development and Employment Agency
- Boston Public Schools

PRIVATE PARTNERS

- Private Industry Council
- Trilateral Council for Quality Education
- Greater Boston Chamber of Commerce

Business sets a goal: 1,000 summer jobs

By BRIAN MOONEY

BUSINESS & FINANCE

THE Boston business community's commitment to summer jobs for city high school students will grow 20 percent, to more than 1,000 jobs this year.

That was the prediction of Mayor Kevin H. White and Bank of Boston board Chairman William Brown at a Boston Private Industry Council press conference in the bank's downtown offices yesterday.

Brown, who heads the three-year-old PIC Summer Jobs Program, said the increase is "in no way an act of charity ... Rather, our initiative should be seen as a bottom line investment in the future prosperity of the business sector and in the valuable human resources that fuel our various operations."

Thirty-nine local firms have pledged 520 jobs to date, but Brown and White said the goal of 1,000 will be reached or exceeded. Last year, 852 studetns were placed in private-sector or non-profit agency jobs.

White lauded the PIC's "enormously successful" efforts "at a time when jobs are very hard to find."

The summer jobs program is administered by the PIC in conjunction with the Boston School Department and several other agencies.

Jamaica Plain High School Headmaster Stacy Johnson said students at each of the city's 17 public high schools compete for the full-time, eight-week jobs and are selected on the basis of their record, performance and need for a job.

Most of the jobs are in banking, hospitals, insurance or manufacturing.

Boston *Herald*, May 4, 1983

Section
II

POTENTIAL PARTNERS

THE FOLLOWING SECTION contains brief profiles of existing city agencies that are mandated to provide human services.

Each profile is designed to present details about the city agency in reference which would be of interest to those seeking prospective public partners. The information contained in each profile was provided by the agencies that are presented and is in no way comprehensive. Selected characteristics have been featured as representative of the nature of the agency. The format of the profiles is uniform so that there is equivalence in the information presented about each agency. Agency organizational charts are included when they provide clarification of an agency's structure or management. An address and phone number is provided at the end of each profile and you are encouraged to contact any of the agencies presented, should you need additional information.

Matrix of City Sponsored Human Services

Boston Community Schools

History

The Boston Community Schools first opened in 1972, with a small grant from the Law Enforcement Assistance Administration (LEAA). At that time, three Community Schools operated juvenile delinquency prevention programs, using school buildings during evening hours. In late 1972, the Community Schools Program was established by City ordinance as a division of the Public Facilities Department.

In the past ten years, seventeen additional Community Schools have become part of the program. These schools, all constructed since 1971, provide modern facilities for education, social, vocational, cultural and recreational programs.

FISCAL YEAR 1983 BUDGET OVERVIEW	
FEDERAL	$ 346,098
STATE	1,420,577
CITY	895,000
PRIVATE*	341,080
Total	**$3,002,755**

* Private funds do not come into the City Treasury but are contributed directly to a City agency program subcontractor, a local non-profit fiscal conduit, or program expenses are paid directly by the private sponsor.

Mandate

The Boston Community Schools Program represents a unique partnership between Boston's neighborhoods and the City government. The City government, in effect, has entered into a contract with the locally chosen Community School Councils whereby the City provides facilities, a core budget, and technical assistance. The Community School Councils determine neighborhood needs and develop resources and provide programs to meet these needs. The combination of City resources and local decision-making results in a system which minimizes administrative costs and maximizes the delivery of programs and services to approximately 30,000 people each week in Boston's neighborhoods.

Demonstrated Capability for Partnership

The twenty Community Schools in Boston's neighborhoods have individually and in collaboration with each other and with other funding partners, been able to respond to the changing needs of Boston's neighborhood residents. Programs are designed to meet the special needs of local residents in the areas of education, employment and training, counselling and recreation.

Management

- Each of the Community School Councils is required to submit a Workplan identifying neighborhood priority needs, goals, and objectives, staffing patterns, budgets, resources to be developed and the technical assistance needs of each Council.

• The network of local councils promotes communication between neighborhoods, coordination for public relations and fundraising, and maximum use of resources without unnecessary duplication.

• A Development Task Force has met over the past year to develop both an approach and a coordinated process with which to raise private sources of support for particular program needs shared by a majority of Community Schools.

Programmatic

Summer 1982

• Community Schools served 60,000 meals to disadvantaged children across the City at 37 neighborhood sites.

• Served 17,000 children and young adults through camps and recreational programs.

• Community Schools provided 60 disadvantaged teenagers in East Boston, Dorchester and the South End with basic skills, training, career counselling and private sector jobs, through funding provided by the Bay State Skills Corporation.

Daycare

• Community Child Care Project operates after-school day care centers at six Community School sites to meet the needs of working parents or parents in skills training programs.

Education

• After School Reading Program — Five Community Schools collaborate on this project, funded through the NDEA, to provide remedial and enrichment reading and language arts instruction to elementary school children from low income households.

• The City Roots Alternative Education Program, begun in 1979, has been preparing over 500 youths each year to receive high school equivalency diplomas.

• The GED Preparation and Testing programs prepare youth and adults to receive their GED certificates. Since 1978, Community Schools have enabled 5000 adults to obtain GED certification. Funding is provided by the Boston Neighborhood Development and Employment Agency (NDEA), fees, and local fundraising.

Employment

• Boston Community Schools in South Boston and Roxbury operate educational and employment training programs for Boston Housing Authority tenants with funds from the Boston Housing Authority.

Counselling

• Community Counselling Services provide individual, family and group counselling, client advocacy and information and referral services to consumers, through funding provided by the Massachusetts Department of Social Services.

Special Projects

• Community Schools are developing a public relations plan which includes special projects such as the Boston Community Schools Story Contest, which makes awards to contest winners and plans for the possible publication of a book about Boston's Community Schools. Assistance in developing a public relations plan has been provided by the Executive Services Corps of Boston.

• Community School Councils have been active in cable television planning for public access programming.

Community Involvement

"The People are the Program" has been the Community School slogan since the schools were first opened. The provision of services and programs to the community is ultimately the responsibility of the community itself. The seventeen local councils determine how to allocate their portion of their city budget allocation, including the development of staffing patterns, the allocation of programmatic resources, the actual hiring of staff, and the development of fundraising priorities and strategies.

Future Challenges

The most recent Workplans, and a January, 1982 citywide needs assessment identified the following as priority needs areas:

• **Adult Basic Education** continues to be a high priority as the school drop out and adult illiteracy rates remain high, and the populations of non-English speaking citizens increase in Boston's neighborhoods.

• **Daycare** needs will continue to be a priority as working mothers seek suitable, reliable, cost effective means of caring for their pre-school children.

• **Job Development and Placement** is a critical need for a large number of Boston's employable youth and adults.

• **Vocational Education** targeted to growing Boston industries and businesses is essential so that Boston's residents may possess competitive skills to meet local employer needs.

• **Recreation** programs and facilities provide an important outlet for Boston's neighborhood residents.

Boston Community Schools
182 Tremont Street
Boston, MA 02111 Tel. 725-4920

Boston Housing Authority

History

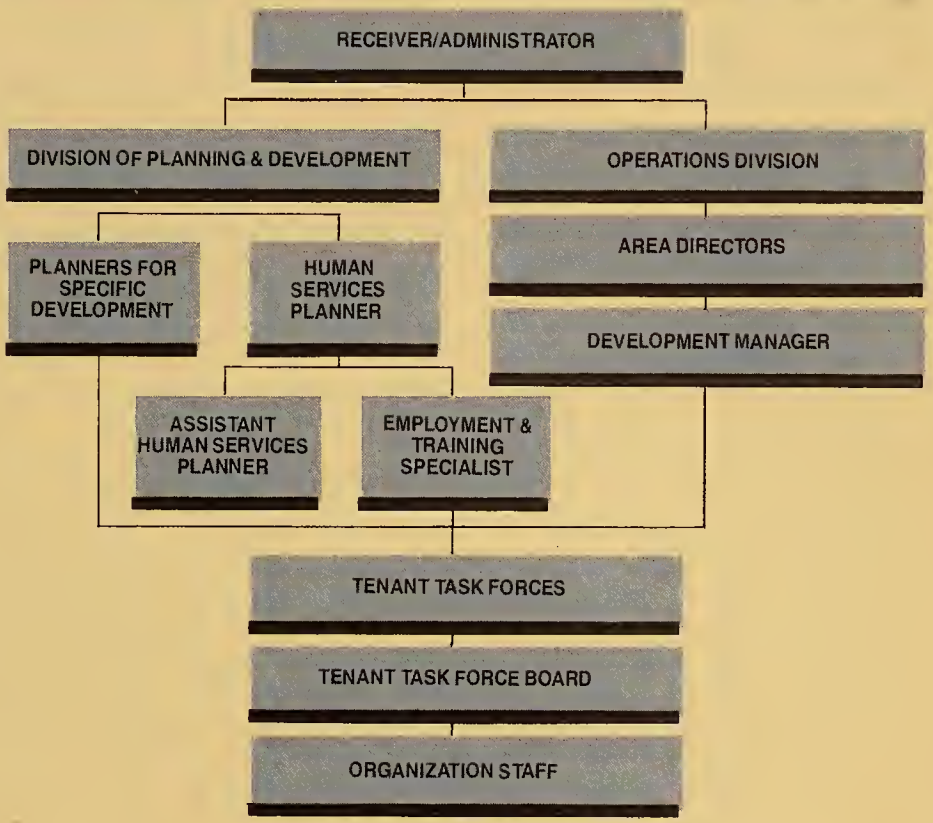
The Boston Housing Authority (BHA) was established in 1935 to take advantage of federal aid in the construction of low-rent public housing. Among its purposes, as stated in the enabling legislation, was "the provision of safe, sanitary, and decent housing to families or elderly persons of low income." These responsibilities continue to provide a focus for BHA priorities.

The BHA is the fourth largest Authority in the nation and has under its management 17,778 units, 13,843 of which are funded through the Federally-aided program and 3,935 of which are funded through the State-aided program. Four thousand-fifteen of the Authority's units are specifically designed for elderly occupancy. In addition, the BHA is authorized to lease up to 5,500 units under the Federal and State leased housing/rental assistance programs.

In February, 1980, after extended tenant-initiated class action litigation (the *Perez* Case) and operation under a Consent Decree, the Boston Housing Authority was ordered into Receivership by the Massachusetts superior Court Judge Paul G. Garrity. The Authority is run by a Receiver/Aministrator, under the direct supervision of the Court and is monitored by a 13-member Advisory Committee.

Mandate

The primary mission of the BHA is to provide decent housing to low income families and elderly persons. Currently, approximately 10 percent of the population of the City of Boston is served by the Authority. To be eligible for admission to housing developments administered by the BHA, a family's income must fall below certain federally or locally set maximum levels. Within this broad mandate the BHA also provides other services related to the quality of life for its tenants.



Specifically, the BHA advocates for and supports through both direct funding and the provision of no/low cost space a variety of human services activities which serve the residents of BHA housing developments across the City. There are over fifty agencies which are either currently located on-site or which offer programs on-site on a regular basis. The range of services and programs includes: day care, recreation, health care clinics and medical outreach programs, family and elderly counseling, nutrition (hot lunch programs), and youth and adult educational, and employment and training activities.

In the late 1960's and early 1970's, local tenant task forces were established at each development to provide a mechanism for resident participation in decision-making and monitoring of physical improvements at the development level.

Most of the direct funding that the BHA allocates for the provision of human services is in the form of contracts with the local task forces. These contracts provide the funding for a core group of staff with whom the tenants can work. In many instances, the BHA and resident organizations have been able to capitalize on the positive energy and motivation generated by the physical revitalization of the development to develop and implement a range of social services. The BHA currently has contracts with the task forces at the Commonwealth, West Broadway, Mission Hill, Mission Hill Extension and Franklin Field developments.

Demonstrated Capability for Partnership

The BHA's efforts to develop and implement human services have achieved programatic success in a variety of areas. This past year the BHA received $1,000,000 from the State Executive Office of Communities and Development (EOCD) to develop a Supportive Services Program for the residents at the Mission Main, Mission Extension, and West Broadway developments. This record of success provides a solid foundation on which future partnerships can be built and current collaboration expanded. The following are highlights of some recent accomplishments:

Employment and Training

- Allocation of over $340,000 to directly fund education, employment and training efforts to increase BHA residents' participation in the work world.
- Development of a skills training voucher program to purchase slots for residents to participate in existing training programs.

Literacy

- Development and implementation of an Occupational Literacy Program to provide competency-based instruction in reading, math, language, and work skills to 75 residents at the Mission Main, Mission Extension and West Broadway Developments. The BHA has subcontracted with the Boston Community Schools to operate this program.
- Collaboration with Boston's Neighborhood Development and Employment Agency, and the Boston Private Industry Council to develop the Adult Literacy Initiative. (For additional details, see Section I.)
- Contracting with the Department of Public Welfare to operate a sixty-slot Support Work Program. The BHA has placed over fifty residents thus far in a variety of workplaces and has worked with the tenant task forces to recruit additional participants.

- Implementation of a resident employment program as part of the reconstruction efforts at the Commonwealth, Franklin Field, and West Broadway developments. The program provides for a portion of the apprenticeship and laborer positions to be given to BHA residents. The residents receive assistance in preparation for the required entry tests to the trades and will receive ongoing support once they are placed in these positions.

Day Care

- Development of an on-site day care center at Mission Extension Development jointly funded by BHA and the State Department of Social Services (DSS).
- Establishment of linkages between the BHA, tenant task forces, and area universities to provide educational, day care, employment-related, recreational, and organizational development services.
- Establishment of a day care center at the Franklin Field development. Over the past six months, the BHA has worked with the Tenant Task Force and the Department of Social Services towards this end. D.S.S. has contracted with a private day care agency for a twenty-five slot program which will initially be located off-site but will be moved on-site when a newly constructed day care center is completed as part of the redevelopment of Franklin Field.

Supportive Services/Community Involvement

- Continued development and maintenance of strong resident organizations which provide community leadership and resident services and actively participate and monitor the capital improvements of their respective developments.
- Leveraging and commitment of over $250,000 from other public and private institutions for services to BHA residents.

FISCAL YEAR 1983 BUDGET OVERVIEW*	
FEDERAL	—
STATE	$1,000,000
CITY	—
PRIVATE*	—
Total	**$1,000,000**

* BHA Supportive Services Budget Year 1

Community Involvement

The BHA solicits and supports community involvement through several different mechanisms. Among these are the following:

- **Tenant Organizations** — Organized tenant groups participate in a range of activities including: development management and tenant selection; provision of social services; and the planning for and monitoring of modernization and physical redevelopment efforts. The BHA provides office space, technical assistance, and program and staff funding to assist tenant organizing and program development efforts.

- **Community Agencies** — The BHA encourages coordination and joint program development with many community-based, city, and state agencies and institutions. Many of these agencies target BHA residents of particular developments for the provision of educational, counseling, health, and elderly service programs, While the BHA believes in the development of residents' capacity to deliver some of the needed services on-site, it also understands the critical importance of linking BHA residents to services and resources in the community.

- **Committee for Boston Public Housing, Inc. (CBPH)** —The CBPH, a non profit organization, was created in 1981 as a demonstration project. Its mission is to promote the development of programs which would benefit public housing residents. Shortly after its inception, the Committee received a large grant from the Permanent Charity Fund of Boston to sponsor the Community Capacity Building Project. In addition to the Permanent Charities grant, the project received additional local funding from the Merrill Foundation and Hyams Trust.

- **Community Capacity Building Project** — Administrative staff and five community trainers work with the local resident organizations at six family housing developments to support tenant organizations. Those BHA sites involved with the Capacity Project programs are Archdale, Cathedral, Faneuil, Franklin Hill, Orient Heights, and Washington-beech. The Capacity Project will be expanding into new family development sites as of September, 1983.

Future Challenges

Clearly, the major purpose of the BHA is to provide safe and decent housing to low income persons. The top priority of the BHA in Receivership is to bring its developments into compliance with the Massachusetts State Sanitary Code. Major renovations and the rehabilitation of vacant units are the primary means for meeting this goal.

Broad goals which augment those for physical improvements include:

1. Increasing the safety and livability of the developments
2. Strengthening tenant participation
3. Promoting desegregation and open housing efforts

Specific programmatic goals for supportive services include:

- **Day Care** — To expand day care availability. While a number of day care centers exist on-site at different developments, only a portion of the children enrolled are development residents and the number of available slots falls short of the demand for services.

- **Employment and Training** — To expand employment and training opportunities for BHA tenants. The BHA has identified employment and training as one of the key areas in which to continue to develop programs as it believes that increased employment of its resident will strengthen the stability of the public housing communities across the City.

Boston Housing Authority
52 Chauncy Street
Boston, MA 02111 Tel. 451-1250

Boston Public Library

History

The Boston Public Library (BPL) destined to become the first large municipal library in the United States, had its beginning in 1843. The first Board of Trustees report released in 1852, was to become the most influential document in the history of the American public library movement; this document provided a library planning model for communities across the United States.

Mandate

In addition to the Library's main function as a public library, it provides two other major components: research resource and neighborhood center. As a major research library, the BPL matches the stature of university libraries throughout the world and is equalled by only one other public library, the New York Public Library. As a neighborhood center, the BPL's 26 branch libraries reach out to the whole spectrum of the City's population: to ethnic groups with special linguistic needs; to senior citizens with "Never-too-Late" programming; to teenagers with special projects; to children with story hours and craft activities.

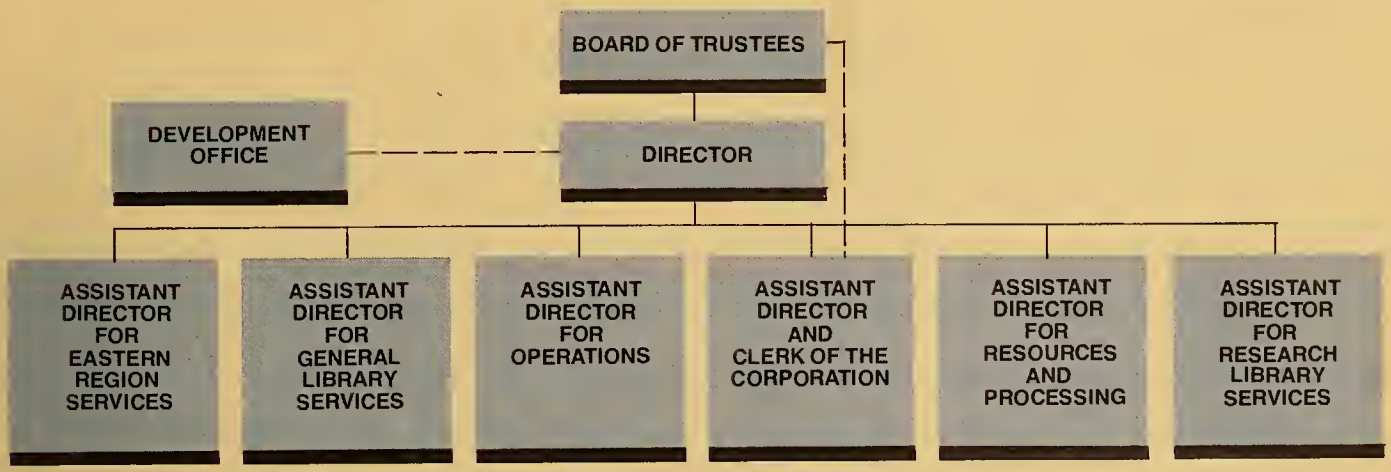
Demonstrated Capability for Partnership

The Boston Public Library has enjoyed a long history of partnership support beginning in 1854 when many of the original collection of 12,000 volumes were gifts donated by private citizens. Since 1878, the Trustees of the Library have received generous contributions from private donors with endowments for the purchase of special books and materials.

More recently, BPL was honored by being selected as First Learning Library, under a National Endowment of the Humanities program which offers to the public, course instruction by distinguished academic/civic leaders.

Computer Assisted Services

- The Editing and Photoduplication of the Research Library Catalog, funded by a Federal Higher Education grant, promises considerable assistance to scholars nationally and internationally. This project will allow 130 years of library resource entries, numbering some 7½ million cards, to be edited and transferred from catalogue to microfiche.
- The Government Documents Department is coordinating the participation of federal depository libraries in the newly created Center for Massachusetts Data (CMD). This center was created through an agreement between the Commonwealth of Massachusetts and the U.S. Bureau of the Census to make available the results of published and unpublished census data.
- The Boston Public Library was one of three Patent Depository Libraries to receive a 2-year, $75,000 per year grant from the Office of Energy-Related Inventions of the National Bureau of Standards to set up an Inventor Information Resource Center. Through this grant, the library was able to introduce computerized literature searching.


BOARD OF TRUSTEES
DEVELOPMENT OFFICE
DIRECTOR
ASSISTANT DIRECTOR FOR EASTERN REGION SERVICES
ASSISTANT DIRECTOR FOR GENERAL LIBRARY SERVICES
ASSISTANT DIRECTOR FOR OPERATIONS
ASSISTANT DIRECTOR AND CLERK OF THE CORPORATION
ASSISTANT DIRECTOR FOR RESOURCES AND PROCESSING
ASSISTANT DIRECTOR FOR RESEARCH LIBRARY SERVICES

• Implementation of the on-line union catalogue gives the Library direct on-line access to the constantly updated catalogue records. In addition it will provide location information for those books added to all of the BPL's own collections as well as those books added to the collections of the other 35 libraries using the system.

Shared Resources

• The Boston Library Consortium was formed in 1970 and incorporated in 1977. This cooperative agreement among the BPL and ten area university libraries allows for shared resources, increased research resources, information exchange, reciprocal borrowing for graduate students and faculty, joint library application for federal and state grants and cooperative collection analysis, acquisition and delivery.*

*The Consortium includes the following libraries: Boston College, Boston University, Brandeis, Massachusetts Institute of Technology, University of Massachusetts at Boston and Amherst, Northeastern, Wellesley, and Tufts. Also affiliated are the State Library and University of Massachusetts Medical School. Board of Directors.

FISCAL YEAR 1982* BUDGET OVERVIEW	
FEDERAL	$512,898
STATE	2,424,760
CITY	8,408,090
TRUST FUNDS INCOME	161,391
Total	**$11,507,139**

* Most recent budget figures available.

Community Involvement

The Boston Public Library relies on the support of volunteers and on its network of 26 branch libraries to provide outreach services and neighborhood programming.

• **Library Services** — Branch libraries plan activities in response to local community interests as well as offer services to local nursing homes and housing projects.

• **Volunteer Support** — The Fine Arts Department enjoys the contributions of faithful and expert volunteers who share responsibility for indexing, cross referencing, organizing and re-shelving the backlog of Fine Arts materials.

• **Associates of the Boston Public Library** — These volunteers manage the Library's sales desk part time, provide staffing for fund raising book sales and participate in many of the Library's program efforts.

Future Challenges

The Library's long tradition of collaboration with private sponsors to improve operations and bring prominent writers, artists, films, expert speakers, exhibitions and demonstrations to the public provides a vital cultural and educational service to the Boston community.

Computer Systems Services

- To expand and update library services and management through the continued implementation and use of computer systems development.
- To install on-line computer terminals at all central and branch library check out locations to monitor the delinquency status of each borrower.

Lectures and Exhibits

- To continue to sponsor the highest quality programs of expert speakers, films and exhibits.

General Library Services

- To restore the services of the Hospital Library and the Multi-lingual library.
- To expand the resources of library research departments such as Science Reference, by restoring important subscriptions.
- To complete the bibliography of Boston, 1930-1980, a major undertaking of the Social Science department staff.
- To expand the interlibrary loan, delivery and film service, a very popular service bringing about 5,000 films to over one and a half million people in libraries in communities served.
- To continue the efforts of the Sound Archives and the Rare Books and Manuscripts Departments in acquiring important cassette series and servicing, acquiring, and exhibiting notable rarities.

- To expand one of the Library's most popular outreach programs, telephone reference, a convenient and immediate information resource.

Volunteer Support

- To approach individual artists and arts organizations for archive materials.
- To solicit architectural firms for professional brochures.
- To tape oral history interviews of distinguished local individuals.

Boston Public Library
666 Boylston Street
Boston, MA 02117 Tel. 536-5400

Boston Public Schools

History

The Boston Public Schools (BPS) is one of the oldest school systems in the country; its roots can be traced back almost 350 years. Beginning with the founding in 1635 of Boston Latin School to train young men for college, to the present time, the public schools of the City of Boston have provided educational programs to meet the needs of a constantly changing society. Highlights of the BPS include: the establishment of English High School in 1821 to provide business and technical/mechanical instruction, the development of programs to serve the various immigrant populations in Boston, the early adoption of kindergarten and manual training classes, the introduction of the Intermediate School concept in 1915, and the Desegregation Order of the Federal District Court.

During the 1982-1983 school year, a total of 56,342 students were enrolled in the BPS. Distribution of students through the four grade levels follows:

4,507—kindergarten
20,844—elementary (1-5)
13,650—middle (6-8)
16,978—high (9-12)
363—postgraduate

Of these students, 7,147 are enrolled in transitional bilingual education programs and 11,031 are in special needs programs.

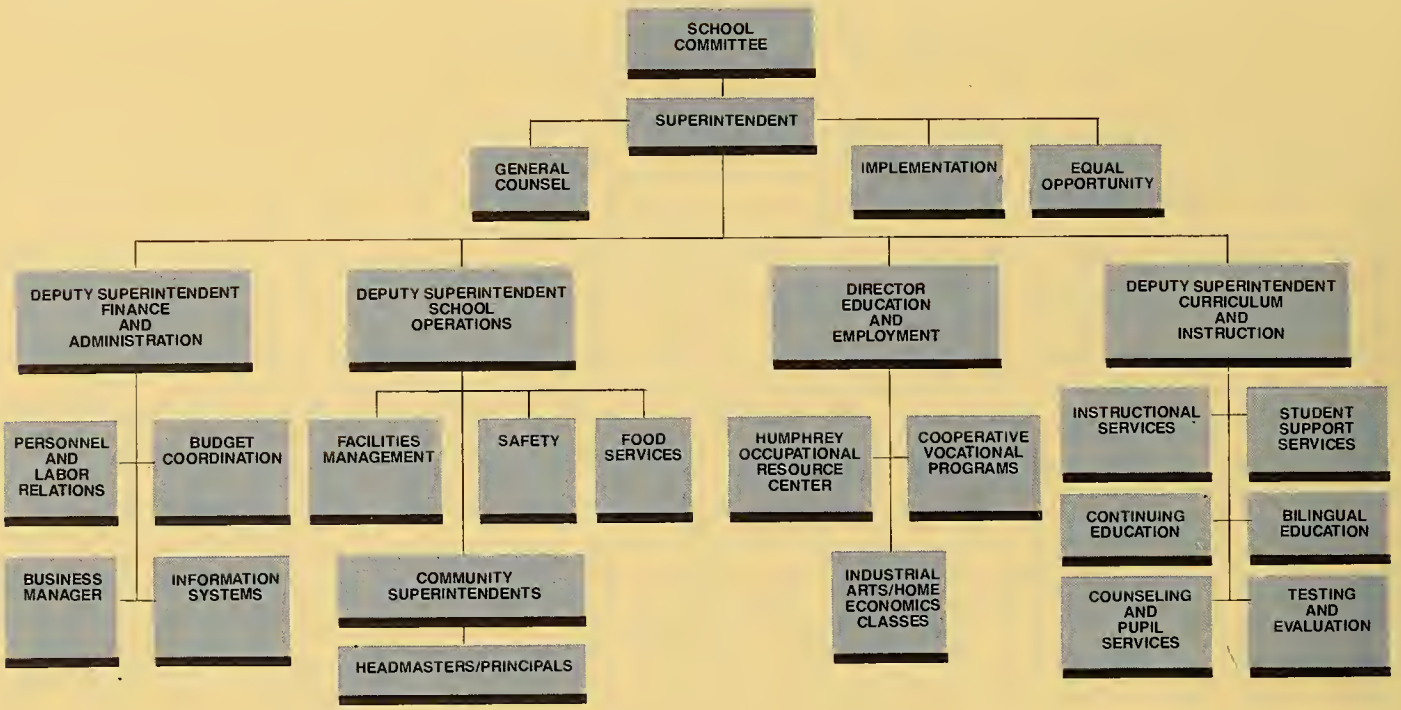
Mandate

The goal of the Boston Public Schools is to provide educational programs which will enable students to develop their intellect, skills, talents and abilities to the fullest, and to produce students prepared to meet the challenges of the future; in academic pursuit, work or everyday life.

Academic goals for 1983-1984 include curriculum development, program implementation, teacher and student support systems and specialized instructional programs. The BPS will expand and build upon initiatives which have been taken to date to further strengthen its management and operations. Typical areas in which management initiatives have begun and which will be expanded and refined to ensure the maximum benefit from existing resources include: budget management and control procedures, for local, state and federal funds; information systems development; program evaluation; individual school development and performance goals.

FISCAL YEAR 1983 BUDGET OVERVIEW	
FEDERAL	$ 24.3M
STATE	5.5
CITY	234.3
PRIVATE*	—
Total	**$264.1M**

* In 1982-83 no private grants were awarded to the BPS. However, private grants made to the Private Industry Council and Education Collaborative of Greater Boston (EDCO) support the Boston Compact and School Improvement programs respectively. The BPS also participates in a research project through a private grant made to the Boston Department of Health and Hospitals.



Demonstrated Capability for Partnership

The Boston School Department has taken steps to allocate resources more efficiently and to establish management control systems and policies. For example, between FY81 and FY82 the BPS reduced its budget deficit by $29M to $3M, and expects to complete FY83 within its authorized appropriations.

Highlights of programmatic and management accomplishments include the following.

Programmatic

Curriculum

To ensure uniform basic course offerings in each subject area from kindergarten to Grade 12, the following programs have been instituted.

- Implemented new curriculum objectives in Reading/Language Arts and Math for Grades K-8.
- Future implementation of uniform curriculum objectives in the 1983-84 school year for English, Mathematics and Science at the high school level and Social Studies and Science at the K-8 level.

Boston Public Schools/Business Collaboration

- Established a new partnership between the BPS and the business community through the Boston Compact which outlines specific measurable goals for the school system and local businesses. (See Section I).

Management

- **School Budget Controls** — Implemented personnel control and expenditure control systems, with greater emphasis on staffing accountability.
- **School-Based Budget** — Instituted a school-based budget development process which has reinforced the involvement of parents and ensured the maintenance of basic school standards within the baseline budget.
- **Curriculum Approach** — Reorganized the Office of Curriculum to ensure a coherent approach to curriculum development and to better provide support to the schools.
- **Performance Evaluation** — Developed plans for reorganizing the administration of each high school; to strengthen the performance evaluation process, to ensure the implementation of new curriculum objectives, and to give support for further revitalization of high school programs.
- **School-Based Management** — Implemented measures in seven high schools to reduce teacher and student absenteeism, improve student and management information systems, and upgrade education programs.
- **Institute for Professional Development (IPD)** — Created IPD to foster and coordinate a systemwide approach to upgrading the skills of teachers and other staff through inservice seminars and workshops.

Community Involvement

The BPS actively involves parents and concerned citizens for input on school policy, program, and budget decisions. The Federal District Court established parent councils at the citywide, district and school levels, which include:

- The Citywide Parent Council
- Nine District Parent Councils
- School Parent Councils
- The Home and School Association also provides a link between parents and schools

Boston Public Schools
26 Court Street
Boston, MA 02108 Tel. 726-6200

Future Challenges

The Boston Public School system will continue to seek opportunities to increase its resources and to strengthen and expand recent initiatives to ensure quality public education for Boston students. Among goals for FY84 are:

Staff Development

- Strengthen professional staff development programs to upgrade the skills of all staff and to respond to changing program needs.

Curriculum Development

- Development of basic skills programs continues to remain a priority, to ensure basic competency for all students in reading, writing, and math skills.
- Computer literacy is a continuing need for Boston Public School students, as competition for entry level jobs in Boston's advanced information services economy becomes increasingly keen.

Special Programs

- Increase both the number and quality of alternative education programs which aim to prevent/reduce the school dropout rate.
- Improve coordination of special and bilingual education programs to facilitate mainstreaming of pupils.
- Restore and expand school athletic programs to levels which will allow participation by all interested students.
- Strengthen the Boston Compact collaboration to benefit students in all BPS high schools.

Management

- Continue to strengthen the schools' management capacity by: the development of an integrated on-line expenditure and budget control system; establishment of measurable goals for each school; increased use of data processing at the school level and further accountability for all staff.
- Improve student support services for students and reduce special education referrals and student absenteeism.

Commission on Affairs of the Elderly

History

In 1968, a City Ordinance created an 11-member Council on Aging. The Council's mandate was to "be cognizant of federal and state legislation concerning financial assistance, information exchange, and planning for better community programming for the elderly and to coordinate and carry out all such programming." As Older Americans Act (OAA) programs were expanded, it became impossible for such a limited board to carry out this broad mandate. In 1970, the Mayor amended the City's charter and created the Commission on Affairs of the Elderly with a staff and budget to carry out its mandate.

A 1973 amendment to the Older Americans Act (OAA) established the concept of Area Agencies on Aging (AAA) whose purposes were to plan and coordinate services for older people and to administer the Title III funds being appropriated under the OAA. The City of Boston is the only major city in the Commonwealth and one of a handful of major cities in the country to serve as an AAA.

Mandate

The Commission has three major goals:

1. To assist older Bostonians to live independently in their own homes and enhance the quality of their lives by providing quality, direct services and by advocating for legislation and entitlements;
2. To work toward a continuum of care for older Bostonians through careful planning, coordination and oversight of community activities;
3. To highlight problems of urban elders to the administrators of state and federal programs.

Toward fulfillment of these goals, the Commission provides both direct service to and advocacy for Boston's 95,000 elders through a variety of programs. These programs include:

Transportation

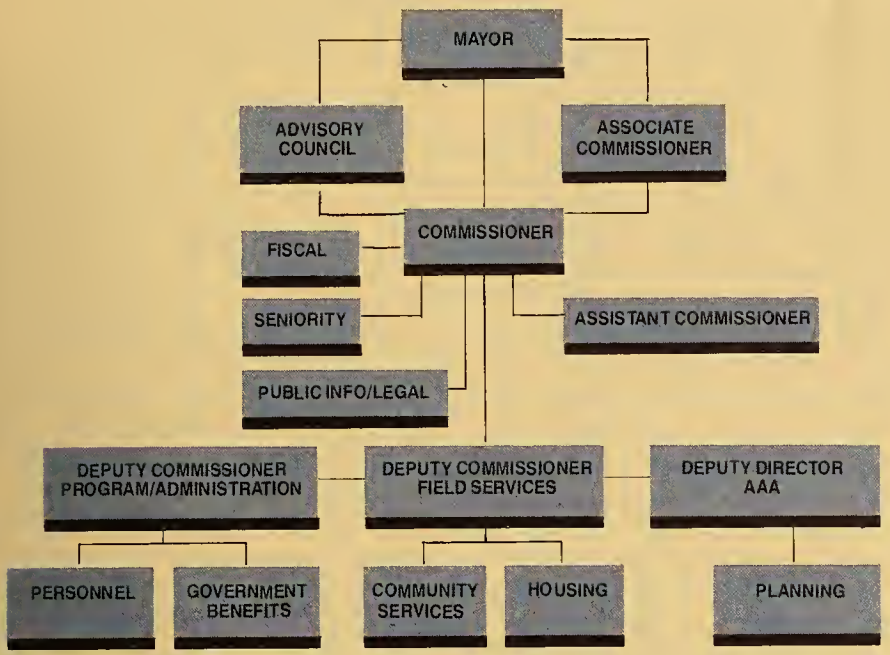
- A paratransit system of 25 Senior Shuttles providing 170,000 rides annually, mostly for medical and food shopping purposes

Public Information

- A 24 hour Elderly Hotline
- *Boston Seniority*, a monthly newspaper available at over 350 city locations
- A public information and legislative unit

Employment

- 750 volunteers through the Retired Senior Volunteer Program (RSVP)
- 100 Senior Aides who are assigned to non-profit agencies
- A job match program



Additional Services

- A health services unit which screens for vision, hearing and hypertension problems
- A multi-lingual government benefits unit
- An elder arts program
- The Mayor's Older Bostonians (MOB) discount card which lists over 700 businesses
- Technical assistance to 250 senior clubs

FISCAL YEAR 1983 BUDGET OVERVIEW	
FEDERAL	$ 699,938
STATE	89,426
CITY	1,901,432
PRIVATE*	29,000
FEDERAL	2,594,286
Total	**$5,314,082**

* Private funds do not come into the City Treasury but are contributed directly to a City agency program subcontractor, a local non-profit fiscal conduit, or program expenses are paid directly by the private sponsor.

Demonstrated Capability for Partnership

In spite of governmental cutbacks in recent years, the Commission has been able to maintain many of its programs and deliver high quality services to the 95,000 Bostonians over age 60. The Commission brings a record of program achievement, improved internal management, and a strong senior constituency to any public/private partnership. Some highlights of recent accomplishments demonstrate the Commission's capabilities.

Programmatic

- **Long-Term Care** — A grant from the Permanent Charity Fund of Boston, matched with Older American's Act funds, enabled the Commission to develop a strong Nursing Home Ombudsman program which provides advocacy services to residents of Boston's 96 nursing homes.
- **Staff Reorganization** within the Commission's Health Services Unit and donations of equipment from Boston City Hospital, Tufts New England Medical Center, Beth Israel Hospital, and Emerson College made it possible for the Commission to create neighborhood-based blood pressure and hearing screening programs. (For additional details, see Section I).
- **Employment** — The Jobs for Older Bostonians program (JOBS) which matches Older Bostonians who are seeking employment with jobs in the private sector was made possible by the reorganization of the Commission's Employment and Volunteer program.
- **Legislative** — Strong lobbying efforts on the part of the Commission resulted in a change in the formula which distributed State Council on Aging funds to Massachusetts cities and towns. As a result of this change, the Commission received sufficient funds to hire an Elder Housing Specialist to research the feasibility of equity conversion mortgages and a Cable T.V. Specialist to research programming opportunities for seniors on the municipal cable channel.
- **Management** — Data management was one of the Commission's major objectives in Fiscal Year 1983. Computerization of the client files for the Senior Shuttle and the M.O.B. Discount Program helped the Commission to better understand who is using Commission services, how often, and for what purposes. Plans for continued computerization of all client files within the next two years will greatly assist efforts to serve Boston's elders.
- **Shuttle Maintenance** — Initiation of an extensive preventative maintenance program for the Senior Shuttle fleet has resulted in a safe, clean fleet and extended the life of the vehicles while reducing capital and operating costs to the City.

Community Involvement

The Commission provides opportunities for community involvement. Among these are:

- **Advisory Council** — The Commission's Advisory Council is structured to solicit input from the community. The Advisory Board is made up of forty voting members. Twenty-one of these members are elders. Of the twenty-one, three are appointed and eighteen are elected in biannual elections conducted in each of Boston's eighteen neighborhoods. The remaining nineteen members represent provider agencies in Boston serving the

elderly. In addition, a number of other senior leaders serve in an honorary capacity. The Advisory Council meets monthly as a full body in meetings open to the general public.

- **Task Forces** — During the year, members of the Advisory Council meet monthly with members of the community in five Task Forces to discuss the issues of Transportation, Health/Long-Term Care, Housing, Legal Services and Nutrition/ Senior Center Programs. Task Force recommendations are gathered each year into the Commission's Area Planning Document which is reviewed by the community at a public hearing. Task Force members also develop recommendations for funding priorities for subcontracted Title III programs each year.
- **Ongoing Communication** — The Commission receives a steady stream of letters and phone calls which serve as an informal "warning system" about community problems. Commission staff also regularly attend community meetings, participate in radio and TV programs, and speak to civic and social groups involving many thousands of community residents of all ages.

Future Challenges

The major challenge facing the Elderly Commission is to continue to provide quality services to Boston's seniors and to secure outside support for expanded elderly services. Among the Commission's future program needs are:

Transportation

- To accommodate the demand for transportation by purchasing additional Senior Shuttle vans.
- Transportation for seniors to Boston City Hospital to participate in the Commission-sponsored eye and ear screening programs.

Public Information

- Reach the maximum numbers of seniors by mailing the monthly publication, *Seniority* to all elder households at least twice a year.
- Secure cable equipment in order to take advantage of programming opportunities for seniors. Cable TV presents one of the best ways to reach isolated homebound elders and provide information, education and practical guidance.
- Print and distribute a Commission brochure aimed at educating the elderly on the array of available services. The Commission is also interested in producing brochures on specific topics such as Elder Abuse, Job Opportunities, Nursing Home Residents Rights, and Government Benefits.

Senior Volunteer Services

- Raise funds to support additional Retired Senior Volunteers' meal and travel costs. Presently, enrollment in the Commission's Retired Senior Volunteer Program (RSVP) is expanding faster than the mix of federal and local funds which support the volunteers' monthly stipends.

Arts

- Support the costs associated with neighborhood talent revues and the expansion of programming to nursing homes.

Commission on Affairs of the Elderly
Room 271
City Hall
Boston, MA 02201 Tel. 725-4366

Community Services Administration

History

The Community Services Administration (CSA) was created in 1977 as a coordinating agency for the Office of Cultural Affairs, Public Celebrations, Distinguished Guests, and several human service programs. Since 1980, CSA has incorporated the Office of Cultural Affairs, Public Celebrations, and Distinguished Guests and also assumed additional responsibilities. These responsibilities include overseeing the City's visitor and tourist services, conducting the activities of the four Sister City committees and Boston's international programs, and working with the Environment Department on the provision of public art and historic preservation issues.

Mandate

The Community Services Administration's mandate is to sponsor, coordinate, and assist community and cultural programs in Boston. Toward this end, the CSA:

- Administers the Neighborhood Arts program and the City Arts program which provide grants to neighborhood and cultural organizations.
- Publishes a monthly neighborhood arts council newsletter and distributes over 4,000 tickets to cultural events to community organizations.
- Serves as a liaison to all cultural institutions, the Theatre District and the Downtown Crossing Association.
- Provides technical assistance to cultural and community organizations which includes supplying stage, sound, crew, and lighting equipment to organizations and helping them develop their boards and fundraising capacities.
- Assists in the planning of public celebrations such as parades, neighborhood street fairs, and ethnic and historic observances.

- Honors community leaders and distinguished national and international guests who visit the City.
- Provides free performances within and on the plaza of City Hall and features visual arts exhibits in the City Hall galleries.

FISCAL YEAR 1983 BUDGET OVERVIEW	
FEDERAL	—
STATE	$ 5,000
CITY	618,250
PRIVATE*	81,640
Total	**$704,890**

* Private funds do not come into the City Treasury but are contributed directly to a City agency program subcontractor, a local non-profit fiscal conduit, or program expenses are paid directly by the private sponsor.

Demonstrated Capability for Partnership

The CSA brings experience in organizing major national and international cultural events and an understanding of the needs of Boston's cultural and neighborhood groups to any public/private partnership. The following examples of recent accomplishments serve to highlight CSA's partnership potential.

- **City Arts** — In fiscal year 1983, the CSA, through its City Arts program, provided $93,000 in grants to 115 cultural and community organizations in Boston. These funds matched 114 grants totalling $160,500 from the Boston Arts Lottery program.

• **Technical Assistance** — In FY1983, the CSA continued to provide technical assistance to hundreds of arts organizations located throughout the City. CSA assisted the Strand Theatre in Dorchester in the expansion of its music, dance and theatre performances.

Special Summer Events

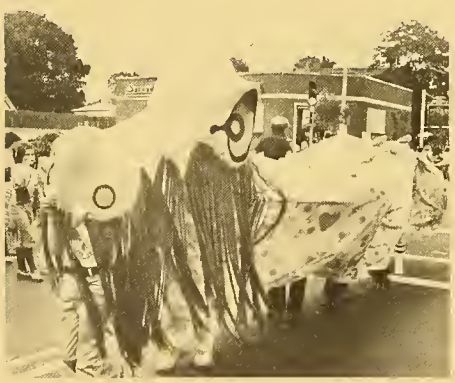
• **"Best Fest"** on City Hall Plaza, presented in July and August, 1982, by CSA and Budweiser Beer Co. featured free dance, jazz and big band concerts three evenings a week and lunch time concerts every weekday.

• **Concerts on the Common** series was presented by CSA in 1982 and 1983, in conjunction with the Miller Brewing Co. and WBZ-TV.

• **Art in the Park,** organized by CSA every June, provides an outdoor display of local artists' works for sale on Boston Common.

Visual Arts

The CSA presented a wide variety of visual arts exhibits at the City Hall Galleries including the works of the Copley Society, the Boston Visual Artists Union the South End Artists Association, and the Museum of Fine Arts School.



The CSA recently established the Sister Cities Travel Grants program which awards grants to local visual artists allowing them to travel to one of Boston's four sister cities for a three month visit — to Hangzhou, China; Kyoto, Japan; Strasbourg, France; or Barcelona, Spain.

Community Involvement

CSA works with the community through utilizing a number of different mechanisms for community input. Among these are the following:

• **Special Arts Councils** — Those with whom CSA has involvement are: Browne Fund Advisory Committee; Boston Arts Lottery Council; and CSA Business Advisory Committee.

• **Community Outreach** — CSA interacts with hundreds of community organizations and cultural institutions in a collective effort to provide cultural opportunities to all Boston residents. This interaction often takes the form of technical assistance from CSA.

• **Public Celebrations** — These celebrations entail planning and coordination with many neighborhood groups, festival and parade organizations.

Future Challenges

CSA will continue to promote, assist and support neighborhood activities and cultural programs in Boston. Specific future programmatic goals include:

- To expand the neighborhood arts programs through contributions from local businesses, individuals and foundations.
- To continue sponsorship and expansion of cultural events for all ages in partnership with major corporate underwriters.

Community Services Administration
Room 802
City Hall
Boston, MA 02201 Tel. 725-4447

Consumer Affairs and Licensing

History

The Mayor's Office of Consumer Affairs and Licensing was established in 1980: it represents the merger of the Boston Consumers' Council and the Licensing Division. The office now has two divisions: a Consumer Affairs Division and a Licensing Division.

The Consumer Affairs Division, is responsible for consumer education, consumer protection, and consumer lobbying within Boston. The Licensing Division, established in 1908 is responsible for entertainment licensing within Boston. The focus of the Licensing Division relates to the preservation of public safety and the general welfare and benefit of residents and business patrons in Boston.

Mandate

The Consumer Affairs Division maintains a staff of paralegal investigators and a staff attorney to address the complaints of individual consumers who either reside in Boston or who have a complaint against a business in Boston. The consumer activities of the office are geared toward the investigation and mediation of consumer complaints, the preparation of media announcements and pamphlets to educate consumers, and the active support of legislation of benefit to consumers.

The Licensing Division regulates theatres, sporting events, rock concerts, carnivals, video games, adult entertainment and similar entertainment licenses annually.

FISCAL YEAR 1983 BUDGET OVERVIEW	
FEDERAL	—
STATE	—
CITY	$258,550
PRIVATE	—
Total	**$258,550**

Demonstrated Capability for Partnership

Consumer Division

The Consumer Division has had a highly successful record of handling and processing consumer problems involving automobile purchase and repair, disputes over apartment rental security deposits, consumer dissatisfaction with local goods and services and a wide variety of other consumer concerns.

- In the 1982 calendar year, 2,334 formal consumer complaints were processed resulting in a total savings of $321,644 to consumers.
- Another 73,000 consumer telephone inquiries were handled advising consumers of their legal rights.

Licensing Division

The Licensing Division continues to strictly monitor and regulate entertainment in Boston. This division's accomplishments include:

- Receiving a record amount of fees during calendar year 1982: $366,065.
- Making significant achievements in the area of video game entertainment by:(1) compiling an intensive study into the effects of these games on children and on residential neighborhoods, (2) submitting a comprehensive plan to the Boston Zoning Commission for the regulation of video games in Boston, and (3) repealing attempts by the pornography industry to expand outside the Combat Zone.

Community Involvement

Citizen input into licensing decisions is actively solicited. Each application for an original entertainment license is advertised in the local newspaper of the affected community, and a public hearing is then held on the application. Regular input is solicited from neighborhood residents in order to determine problems either with licensed entertainment premises or with any other business.

Future Challenges

Areas in which the agency seeks to expand its services include:

- The Consumer Affairs Division has obtained funds from the Attorney General's Local Consumer Aid Fund. Factors weighted in the disbursement of funds have included the credibility of an agency, the quality of its services and the number of complaints generated in the area serviced by local consumer groups. Further funds for calendar year 1984 will be sought.
- The Consumer Affairs Division will be producing quality programming for Cablevision's municipal channel 47.

Consumer Affairs and Licensing
Room 703
City Hall
Boston, MA 02201 Tel. 725-3320

Fair Housing Commission

History

In response to the particular concerns of the Massachusetts Commission Against Discrimination (MCAD) regarding fair housing/equal access issues throughout the City, an agreement was signed in November, 1977, between the City of Boston and MCAD. The result of this agreement was the establishment of the Mayor's Office of Fair Housing (MOFH), which was designed to serve as a centralized planning and policy unit for the City's Fair Housing Program. The primary objective of MOFH was to promote freedom of housing and neighborhood choice for all Boston residents regardless of race, sex, age, marital status, religion, nationality or color.

In March, 1982, a City Ordinance creating the Boston Fair Housing Commission (BFHC) was enacted. The Commission became operational in March of 1983, subsumed the programs of the Mayor's Office of Fair Housing, and began new programs of investigation/enforcement, public information and program coordination.

Mandate

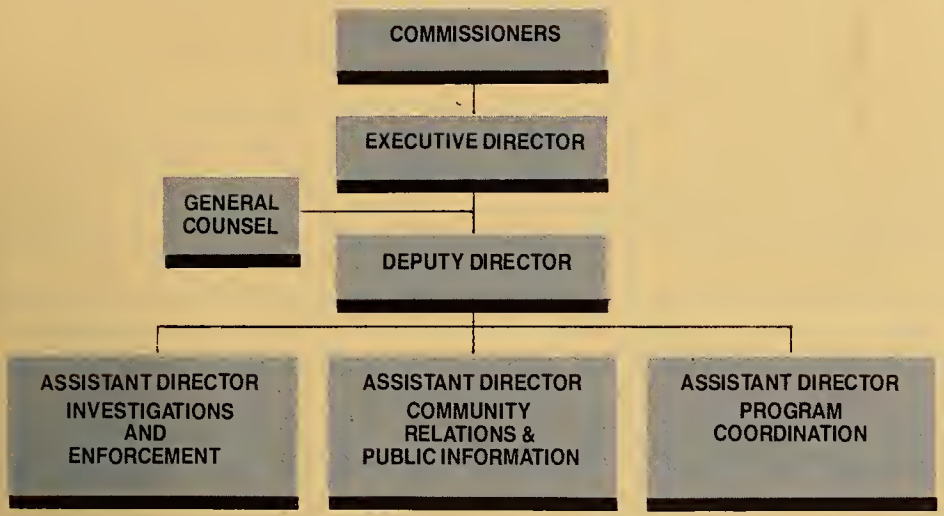
The mandate of the Commission is to enforce legal rights based on race, color, religious creed, marital status, military status, handicap, and family, national origin, sex, age, ancestry, sexual preference and to eliminate prejudice, and discrimination in the area of housing.

The BFHC's mandate is carried out through the following mechanisms:

- Receiving and investigating complaints related to the denial of equal access to and discrimination in housing;
- Mediating to resolve any housing complaints;
- Conducting hearings, which includes summoning witnesses, administering oaths, taking testimony from persons under oaths and requiring the production of any evidence when appropriate;
- Reporting its findings to the City Council, the Massachusetts Commission Against Discrimination, or any court or other governmental agency having jurisdiction;
- Issuing publications and developing courses of instruction;
- Reviewing and making such recommendations to the Mayor and City Council as, in its judgment, will effectuate the policy of the Fair Housing Ordinance.

FISCAL YEAR 1983 BUDGET OVERVIEW	
FEDERAL	
CDBG*	$500,000
STATE	—
CITY	147,000
PRIVATE	—
Total	**$647,000**

* Community Development Block Grant Program.



Demonstrated Capability for Partnership

The BFHC brings dedication to the goal of fair housing practices in Boston and a demonstrated ability to implement fair housing policies. Highlights of successful efforts of the MOFH and BFHC in meeting their mandate appear below:

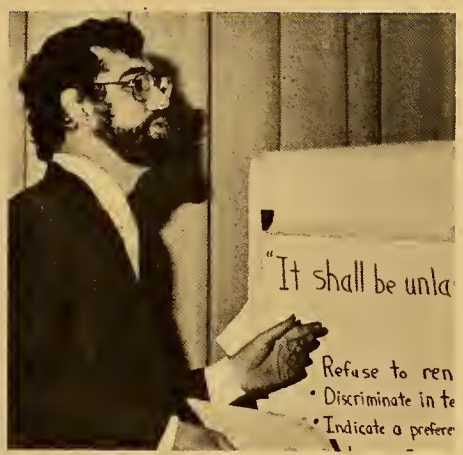
Programmatic

- During 1982, MOFH serviced 2,554 fair housing questions and complaints.
- MOFH sponsored a widely aired series of public service television spots as part of its public information program.

Management

In March, 1983, the Mayor's Office of Fair Housing was subsumed into the new Boston Fair Housing Commission. Major management accomplishments during this transistion include:

- Selection of an executive director and staff, acquisition of space and equipment;
- Institution of new rapid response procedures for housing discrimination complaints;
- Development of an operational structure suited to the BFHC's new mandate.



Community Involvement

The Commission is committed to and provides for community involvement through several mechanisms. Among these are:

- **Commissioners** — The Fair Housing Commission is comprised of commissioners who represent a cross-section of community interests.
- **Public Events** — During 1983, the BFHC held a celebration of Fair Housing Month attended by more than 300 citizens from throughout the city.
- **Hearings** — Hearings are planned for three neighborhoods this year. These hearings will target input from neighborhood residents and social service agency staffs.

Future Challenges

Major areas in which the Commission seeks to expand its involvement are:

- Investigations of complaints and enforcement of fair housing provisions;
- Education of Boston residents regarding their housing rights as provided for under the City Ordinance;
- Coordination of the Commission's efforts with those of others involved in providing social services and securing the housing rights of Boston residents.

Fair Housing Commission
Room 957
City Hall
Boston, MA 02201 Tel. 725-4408

Handicapped Commission

History

The Commission on the Handicapped was established in 1971 in response to consumer demand for a local government entity which would advocate for the needs of the disabled. For the first eight years, the Commission consisted of a nine-member advisory board which met monthly to review City policy to ensure that the disabled had physical and programmatic access to City buildings and activities. In 1977, regulations concerning Section 504 of the Rehabilitation Act of 1973 were promulgated. This law stated that no otherwise qualified handicapped individual should be denied entrance into, benefits or services from any institution receiving in excess of $2,500 in federal financial assistance. The Commission worked closely with other City departments to enforce compliance with this law. The Commission was granted full status as a City department, with its own staff in 1979.

Mandate

The Commission serves all residents of the City of Boston who have physical, mental or "hidden" disabilities such as epilepsy or lupus. According to statistics compiled from social security data, approximately 45% of the U.S. population is disabled. In Boston, 45% of the population represents 225,000 residents. The Commission also serves families of persons with special needs and other human service providers, as well as Boston's public and private sectors, as requested.

The range of services offered by the Commission includes advocacy, direct case work for clients unable to access services independently, information and referral, technical assistance to City departments, general "awareness training" to public and private institutions and consultation on Section 504 compliance.

A needs assessment study conducted by the Commission indicates that persons with disabilities need the most assistance in the areas of transportation, housing and employment. In fiscal year 1984, the Commission will continue to address these needs by examining legislative and administrative means of providing services to the disabled. For example, the Commission intends to work closely with the newly established Massachusetts Conference on Handicapped Affairs, a coalition of the committees/offices who advise municipal governments on issues related to handicapped rights. These goals include providing technical assistance to newly formed committees/offices and to act as a major legislative clearinghouse and lobbying force.

Organizational Structure

The Commission presently has a staff of three people: Commissioner, Assistant Commissioner and a secretary. In fiscal year 1984, the Commission hopes to hire a case load coordinator who will handle all client work.

Demonstrated Capability for Partnership

The Commission brings a record of accomplishment and program innovations in advocacy, outreach services and awareness training to any potential partnership.

Client Referral

In 1982, the Commission on the Handicapped handled an average active case load of 114 disabled persons. These cases often required research and extensive liaison work with a variety of federal and state agencies.

Outreach

During the snow storm of 1982, the Commission served over 80 elderly and disabled residents needing medication and food. The Commission contacted local schools, churches and civic groups and matched volunteers with residents who requested emergency services on a neighborhood basis. Examples included snow shoveling for transportation needs and provision of food and medicine to those held housebound by the weather.

FISCAL YEAR 1983 BUDGET OVERVIEW	
FEDERAL	—
STATE	—
CITY	$65,000
PRIVATE*	3,000
Total	**$68,000**

* Private funds do not come into the City Treasury but are contributed directly to a City agency program subcontractor, a local non-profit fiscal conduit, or program expenses are paid directly by the private sponsor.

Community Awareness/Access

- The Commission provided awareness training to over 150 organizations such as the Polaroid Foundation, the Internal Revenue Service and Harvard University.
- Commission staff participated on various boards and governmental planning groups interested in meeting the needs of the disabled to insure the coordination of handicapped services at the City, State and Federal levels.
- The commission was instrumental in securing $32,000 from the Permanent Charity Fund of Boston to install a wheelchair lift at the Faneuil Hall public forum building.

Community Involvement

All of the policies of the Handicapped Commission are reviewed and approved by its citizen advisory board.

The board is composed of persons who are disabled, family members of the disabled and human service providers representing the major rehabilitation agencies. Board members are selected from advocates of the three major areas of disability: physical, mental and emotional.

Future Challenges

The Commission will continue to advocate for increased mobility, independence and access for handicapped persons through special services, and programs as well as modifications to public facilities and events to allow handicapped access.

- Cultural and recreational opportunities for handicapped persons could be expanded through the development of such programs as "Theatre Access for the Deaf," which provides sign language interpreters at many live Boston theatre performances.
- Transportation, housing and employment are three areas which present the greatest challenges for disabled persons. Improving mobility and providing suitable housing and employment opportunities remain top priorities for Boston's disabled persons.
- Public information through consumer guide books such as *Access to Boston — A Guide for Disabled Persons* need to be revised and updated regularly to keep Boston's disabled informed of access possibilities and problems.

Handicapped Commission
Room 709
City Hall
Boston, MA 02201 Tel. 725-4996

Health and Hospitals Department

History

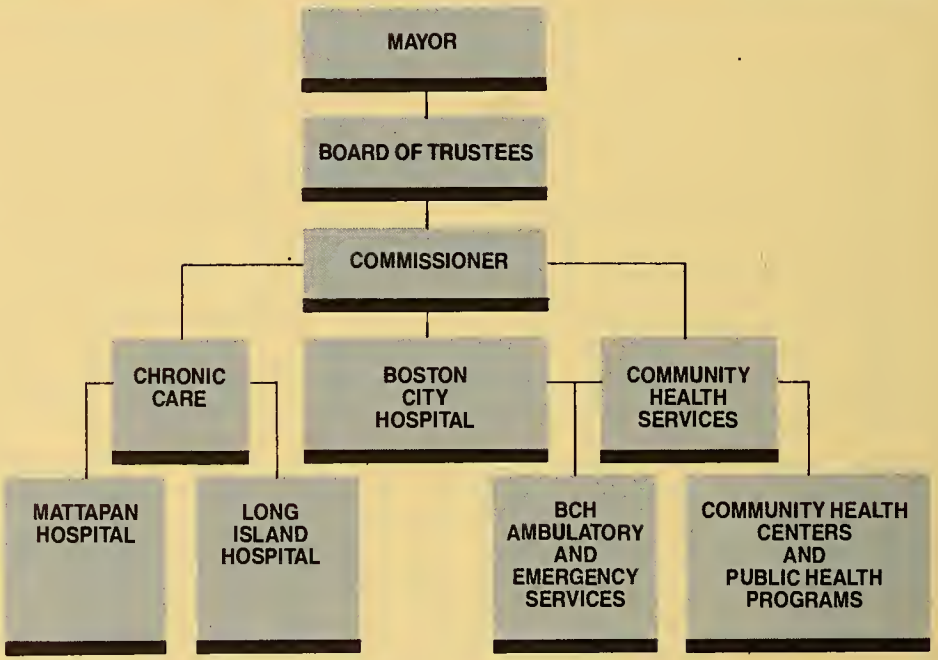
Boston has a long history of providing public health services and medical care to its residents, whatever their economic status. In 1799, the first Board of Health was established in Boston, headed by Paul Revere. City Hospital was constructed on the banks of Fort Point Channel in 1864 and, eight years later, the city's second Board of Health was formed.

The Department of Health and Hospitals (DHH) became a single department in 1966, when the Health Department merged with the Hospital Department. Today's Department comprises community health services, three hospitals, and a variety of special programs.

In 1965, the City of Boston opened the nation's first neighborhood health center, bringing basic outpatient services to people in their communities. In the decade and a half since that date, the Department of Health and Hospitals has built a citywide system of primary care and emphasized public health services that supplement and support the system. An entire network of health centers has been developed in neighborhoods throughout the city.

At the same time, the Department has continued as a longstanding provider of city wide emergency services and hospital inpatient and outpatient care. Round-the-clock emergency ambulance service, staffed by teams of trained personnel and operated through an advanced communications system, has made medical advice and attention available anywhere in the city within minutes of an emergency.

Boston City Hospital has been a teaching hospital devoted to providing a broad range of quality inpatient services to the citizens of Boston. The hospital is affiliated with the Boston University Medical Center.



The Department of Health and Hospitals is governed by a nine-member board appointed by the Mayor. These members also service the City's Board of Health and govern a statutory corporation, the Trustees of Health and Hospitals of the City of Boston, which manages trust, grant, and contract funds for health purposes.

Mandate

The Department encompasses three major service areas:

1. **The Community Health Services Division** provides financial support for twenty-two community health centers and offers communicable disease control, community health nursing, lead paint poisoning prevention, alcoholism and drug addiction services, rodent control, tuberculosis control, environmental health, school health, child abuse, family health, dental and other public health programs.

This division operates the city-wide ambulance service, the 24-hour Emergency Room and Pediatric Walk-in Clinic, and the Ambulatory Care Center at Boston City Hospital.

2. **The Acute Inpatient Care Division** includes Boston City Hospital, a 469-bed teaching hospital affiliated with the Boston University School of Medicine. BCH provides more acute inpatient hospital care to Boston residents than any other hospital in Boston.

3. **The Chronic Disease Division** comprises the 220-bed Long Island Hospital and the 165-bed Mattapan Hospital. These principally serve chronically ill persons needing rehabilitative care and/or long-term hospitalization.

Demonstrated Capability for Partnership

The Department has made significant contributions to providing care and improving the health status of the local community through each of its major service areas. Highlights of changes and progress made by the Department include the following:

Access to Primary Care/Community Health Centers

Since 1967, a network of 25 community health centers has been established in Boston with the fostering and support of Health and Hospitals. In FY82, there were more than 800,000 visits to these centers. Community health centers filled the void left by the loss of physicians in Boston's neighborhoods. More than providing good, local primary care, health centers attend to preventive medicine, social service needs, language barriers, ethnic issues, and family problems.

Health Status

Between 1969-1970 and 1970-1980, the overall infant mortality rate in Boston fell 34 percent with a 42 percent decrease among non-whites, a substantially greater decline than among non-whites in other cities.

In 1980-1981, 96 percent of kindergarteners were fully immunized in Boston, compared with national figures of only 50-75 percent of pre-school and school age children completely immunized.

Public Health Programs

The Department has continued its emphasis on health promotion and disease prevention to address the city's public health problems. Efforts have continued, for example, to improve access to and quality of prenatal care services, new contracts have been developed with community health centers for school health services, and new programs for high risk groups have been established.

Further examples of public health programs include:

- **Targeted Public Health Programs** — Among the new programs for high risk groups in the city are the Home Based Intervention Program for High Risk Infants and Families, which seeks to improve the family's capacity to prevent developmental and other childhood problems, and the Boston Program for High Risk Youth. Funded by a grant from the Robert Wood Johnson Foundation, the Boston Program for High Risk Youth provides primary health care and preventive services to high risk youth who have been identified with specified medical or mental health problems, e.g., suicide attempts, alcohol or drug abuse, venereal disease, teenage pregnancy, and depression. (For additional details, see Section I.)

- **Long Term Care Services** — A range of comprehensive, community-based medically oriented home health care services has enabled many elderly citizens to avoid unnecessary institutionalization.

- **Environmental Services** — Hazards such as lead paint, toxic wastes, rodents, and recombinant DNA are systematically addressed by the Department.

- **Infectious Disease Control** — In the last few years, the Department of Health and Hospitals has substantially improved its surveillance and control of infectious disease, providing immediate follow-up on outbreaks and early identification of problems through a computerized data base. The Department's Community Infectious Disease Epidemiology Program provides ongoing surveillance and education on AIDS (Acquired Immuno-Deficiency Syndrome), for example. An

FISCAL YEAR 1982* BUDGET OVERVIEW	
FEDERAL	
Medicaid	$27.5M
Medicare	19.0
STATE	
Medicaid	27.5
CITY	19.0
OTHER THIRD PARTIES	16.0
Total	**$109.0M**

* Most recent budget figures available.

AIDS Hotline has been established to answer questions from concerned citizens and providers on this recently recognized syndrome of unusual infections and rare malignancies.

• **The Tuberculosis Control Program** — Through surveillance, containment, and control, the program is designed to prevent transmission of the disease and manage and treat existing cases in Boston. In addition to clinic treatment follow-up, and screening, community outreach and education are provided, enhanced by the availability of bilingual interpreters.

• **Shelters** — In Winter 1983, the Department opened a shelter for the homeless, now located at Long Island Hospital. The shelter provides a hot meal and a place to sleep for 100 people each night. There are 75 beds for men and 25 for women. Since opening, close to 15,000 bed-nights have been provided and over 600 people have been referred for medical treatment.

• **Citywide Ambulance and Emergency Medical Services** — Staffed by teams of trained paramedics and emergency medical technicians and operated through an advanced communications system, the Department's sophisticated emergency life support systems are widely recognized as among the best nationwide. In FY83, the Department's Emergency Ambulance Services responded to 64,000 emergency calls and transported 29,000 patients to Boston hospitals.

Boston City Hospital

• Boston City Hospital remains the most frequently used acute care hospital for Boston residents, despite the reduction in beds in the last fifteen years. In 1983, more than 140,000 patient days and 17,500 admissions are expected.

• Boston City Hospital has a distinguished patient care and academic record. It has been a pioneer in the development of radiology research, clinical investigation, emergency medicine, and other areas.

• In FY1980, the emergency medical service at Boston City Hospital was designated one of the three Trauma Centers for metropolitan Boston. Formally named the Boston Emergency Medical Center, the trauma center is a combination of shared services of BCH and University Hospital, with the BCH Emergency Department at the heart. During the past year, there were more than 70,000 emergency visits by children and adults to the emergency services at Boston City Hospital.

• The Ambulatory Care Center at Boston City Hospital provided over 165,000 patient visits to Boston residents in FY 1982.

• Over the past several years, Boston City Hospital has done a very effective job of containing its costs, particularly in relation to other hospitals. Both programmatic and administrative initiatives have been taken to reduce costs, such as computerization of laboratory billing functions, improved patient registration systems, energy conservation efforts, closure of buildings, and reduction in the use of certain lab tests and drugs.

Chronic Disease Division — Long Island and Mattapan Hospitals

In addition to chronic and rehabilitative long-term hospitalization, a variety of specialized services are available at Long Island and Mattapan Hospitals, including an adult day care program, special units for the care of diabetic, arthritic and respiratory patients and a hospice-type program serving terminally ill cancer and other patients.

Community Involvement

Many community health centers are governed by independent boards of community residents who establish policy for the health center and its operations. In addition to planning, developing, and evaluating services, the boards play a major role in hiring staff, disseminating information about the center to the community, and bringing community issues to the attention of health center staff. Boards have been strong advocates for the employment of local residents, permanent physician staffing, and particular neighborhood issues. In large part, the accomplishments of community health centers are attributable to the active involvement of community residents.

Future Challenges

• Improving health status will remain the Department's main objective. A foremost concern is further reducing the non-white infant mortality rate beyond its dramatic decline of the last fifteen years The Department's focus will be on improving the quality of prenatal care available in the neighborhoods and ensuring that high-risk mothers and children receive needed services.

• The needs of a growing elderly population are also paramount. To mitigate illness and disability in this population, long-range goals are to (1) assure access to a range of non-institutional services to enable persons to more healthfully remain in the community, (2) to improve institutional long-term care services, and (3) coordinate the responsiveness of the overall health care system to the unique needs of the elderly.

• Community health centers will continue to be the major vehicle to assure access to primary and preventive health services in the communities. Likewise, the Department will continue its long history of directly providing or arranging for the gamut of needed services, from preventive care to chronic hospitalization, from home health care to emergency treatment.

Health and Hospitals Department
818 Harrison Avenue
Boston, MA 02118 Tel. 424-5000

Neighborhood Development & Employment Agency

The mission of NDEA is to meet critical needs of Boston residents in the area of employment and economic development. Specifically, NDEA programs provide the following:

- A wide range of job training programs and employment and human services designed to assist disadvantaged Boston residents overcome severe employment barriers and obtain private sector jobs as well as provide a source of qualified entry-level workers to meet the personnel needs of local employers.
- Housing development and home improvement programs designed to expand the volume of decent and affordable housing for low- moderate-income households.

FISCAL YEAR 1983 BUDGET OVERVIEW

FEDERAL	
[1]DOL/JTPA	$10,200,000
[2]CDBG/YR8	2,600,000
STATE	
[3]DMD/JTPA	300,000
DSS/PPPP	1,200,000(a)
CITY	—
PIC/BSJP	1,300,000(b)
MATCH	1,500,000(c)
LIT/PCF	150,000(d)
Total	**$17,250,000**

[1] Department of Labor/Job Training Partnership Act
[2] Community Development Block Grant/Year 8
[3] Department of Manpower Development

These funds do not come into the City Treasury but are:

(a) contributed by Department of Social Services (DSS) as a result of NDEA's investment of $400,000 in the Public Private Partnership Program (PPPP).

(b) an estimate of the private sector wages paid to youth enrolled in the Boston Summer Jobs Progam (BSJP), operated by the Boston Private Industry Council (PIC) in conjunction with NDEA, the Chamber of Commerce and the Trilateral Council.

(c) contributed to agencies funded by NDEA. The I.B.M. Corporation has contributed over $500,000 to Opportunities Industrialization Center of Greater Boston (OIC), a contribution leveraged by a grant by NDEA and the Boston PIC.

(d) deposited in a new "Fund for Adult Literacy" which has been created for NDEA by the Permanent Charity Fund of Boston (PCF).

History

The NDEA was formed in January, 1982, through the merger of two City agencies: The Employment and Economic Policy Administration, which administered City-sponsored employment and training programs and the Neighborhood Development Agency, which oversaw a wide variety of neighborhood commercial revitalization and housing improvement projects. The merger has enabled the City to maximize the efficient use of shrinking federal funds as well as to underscore the City's commitment to link employment and training efforts with neighborhood development activities.

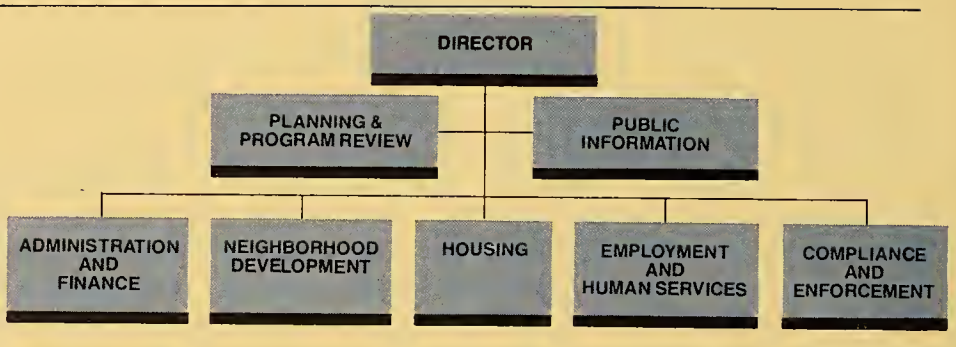
Mandate

The City of Boston's Neighborhood Development and Employment Agency (NDEA) has been mandated to oversee the City's job training and neighborhood development efforts. NDEA programs aim to increase employment opportunities for Boston residents, encourage economic development and physical improvements in Boston's neighborhoods and upgrade the quality of the city's housing stock.

• Neighborhood commercial development programs, including low interest commercial loans for neighborhood business expansion, relocation and/or renovation coupled with physical improvements and security programs designed to enhance both the attractiveness and safety of the business districts.

Within the context of this broad mandate the Employment and Human Services Division (EHS), is charged with the planning, monitoring, and administration of both the recently enacted Job Training Partnership Act (JTPA) and the Community Development Block Grant (CDBG) human service funds. The EHS Division has established the following goals:

1. To aid low/moderate income residents in the improvement of educational competence, job skills, and work habits;
2. To increase job access and career mobility for low-moderate-income Boston residents;
3. To provide quality services to working parents and their families in areas such as daycare, counselling, youth recreation, elderly services;
4. To plan and coordinate summer employment and recreational activities for the City's low and moderate income youth;
5. To develop and implement methods by which program planning, development and implementation can involve community, corporate, philanthropic, and other governmental input and support.



Demonstrated Capability for Partnership

NDEA brings experience as a public/private partner and a successful track record to any future partnership. Some specific highlights of recent NDEA achievements underscore the viability of public/private partnerships:

Programmatic

• **Youth Employment** — Working closely with the Boston Private Industry Council (PIC), these NDEA programs link the key experiences of academic preparedness with work experience for involved youth. Programs which have been developed include: the Job Collaborative Program, the Boston Compact, the Annual Job Fair for high school seniors, Summerworks (in collaboration with Action for Boston Community Development [ABCD]), the Summer Jobs Program in collaboration with the Boston PIC (for additional details, see Section I), and a number of 'alternative education' programs for high risk youth which combine work experience with academic preparation for either a high school diploma or a GED certificate.

• **Adult Literacy** — NDEA has initiated, in collaboration with Boston PIC, Goals for Boston, the Boston Housing Authority, the State Department of Education and the Boston Public Schools, a major plan to coordinate and improve the provision of adult basic education for Boston's most disadvantaged adults — the functional illiterates (For additional details see Section I).

• **Business Partnerships** — In partnership with the Boston PIC, NDEA has been successful in developing employment and training programs for economically disadvantaged adults which meet the needs of Boston's unemployed as well as its private sector employers. These programs entail a financial and programmatic commitment by businesses which have included: Shawmut Bank, State Street Bank, I.B.M., Deaconess Hospital.

• **Daycare Expansion** — NDEA is currently involved with the State's Department of Social Services (DSS) in the first year implementation of the Public/Private Partnership Program (PPPP) in which a public or private donation made in conjunction with DSS leverages additional public dollars. This program enables the City to support $1.6 million of daycare and social services with a City investment of only $400,000. Currently, NDEA and DSS are using this new 'PPP' program to expand daycare provision in areas of the City which are in desperate need.

Management

• **Professional Proposal Review** — NDEA has developed a method of proposal review and decision-making which utilizes consultant panels comprised of experts in the various program areas which are under consideration. This method insures a professional review of new proposals and also enables the City to reduce the instances of duplicative funding.

• **Performance-based Contracting** — Contractors are paid on the basis of measurable achievements (successful completions, job placements) and are eligible for incentive awards for exemplary performance.

• **Provision of Technical Assistance** — One aspect of the Adult Literacy Initiative will be the creation of a Resource Institute which will provide technical assistance to contracted programs in the areas of staff development, curriculum improvement and program planning and innovation.

• **Program Monitoring/Performance Reviews** — NDEA conducts extensive program monitoring activities to ensure that programs are conforming to contractual plans and to provide technical assistance to programs in need of management or programmatic aid. Information gleaned from ongoing monitoring is factored into any future funding decisions.

• **Automated Client Tracking** — Programs funded under JTPA participate in the automated client tracking system. This system enables NDEA in collaboration with the Boston PIC to determine not only programmatic success but client success. Additionally, this rich source of information enables NDEA to conduct research into the long-term effect on the employment status of residents who have enrolled in City-sponsored employment and training activities.

Community Involvement

NDEA is committed to the concept and practice of citizen involvement in the planning, development and oversight of its many programs. While the methods for achieving this input vary slightly for each different grant, a framework for participation usually includes:

• Public notification of funding availability (CDBG and JTPA)

• Public hearings are convened for testimony (CDBG)

• Public planning conferences (CDBG) are convened

• Presentation of planning and progress to specially developed advisory boards (CDBG — Housing Partnership, Adult Literacy Initiative Blue Ribbon Panel; JTPA — Youth Advisory Council, Boston Private Industry Council)

• Participation in various public forums (CDBG and JTPA — Goals for Boston, Boston Compact, Boston Committee, Congressional Hearings)

• Ongoing discussions with area grantmakers (CDBG and JTPA — Associated Grantmakers presentations, annual meetings with United Way, regular meetings with Department of Education, Boston Housing Authority, Boston Public Schools, Department of Social Services, Department of Public Welfare)

Neighborhood Development and Employment Agency
15 Beacon Street
Boston, MA 02108 Tel. 720-4300

Future Challenges

NDEA has established a number of priorities which relate to the use of the JTPA and CDBG grants as well as to efforts to increase private support for aspects of the social services system in Boston. These include:

• **Comprehensive Educational System** — NDEA has worked in conjunction with a host of agencies to coordinate educational services to Boston residents — young and old — and currently sponsors a system of alternative education to high risk youth, including adjudicated youth, adolescent parents, and young AFDC recipients. This system is one aspect of the larger effort the Boston Compact, the employment and training system (skills training), and the Adult Literacy Initiative. NDEA would like to increase private support for both the Adult Skills Training efforts it supports, the network of Alternative Youth Education programs it funds, and the Adult Literacy Initiative.

• **Adult Skills Training** — Through the technique of creating business partnerships, NDEA and the Boston PIC have been able to increase corporate support. Additional avenues will be sought for private investment which might allow for the creation of new initiatives for special needs clients, adjudicated youth, and adolescent parents. Additionally, private support for key services such as counselling and daycare will be sought.

• **Alternative Youth Education** — These programs, operated by non-profit agencies provide an important educational option to youth and young adults who desire a GED or an external diploma and need to work and earn as they learn. These programs have not received the attention that they deserve and, as a result, have found it difficult to diversify funding and service provision.

• **Adult Literacy Initiative** — The City of Boston has invested $1 million to this effort and challenges the private sector as well as local and national philanthropies to do the same. Beginning Summer 1983 a private, foundation-affiliated 'Fund for Adult Literacy' will be developed to encourage private giving to this important initiative (For additional details, see Section I).

Parks and Recreation Department

History

In response to citizen demand, the City of Boston created its first Parks Commission in 1875. In 1878, the Commission engaged Frederick Law Olmsted, the designer of New York's Central Park, to advise them on park development. Olmsted conceived of a continuous system of parks consisting of five major parks — the Back Bay Fens, the Muddy River, Jamaica Pond, the Arnold Arboretum and Franklin Park. The system of parks was joined by parkways and connected to the existing Common and Public Garden via the Commonwealth Avenue Mall. The Emerald Necklace, as this system was called, remains the heart of Boston's park system and comprises almost 1,000 acres of park land.

In the past 100 years, the park system has doubled in size. Neighborhood parks, playgrounds and gyms were acquired and developed over the years, with an ambitious program to construct indoor pools and recreation centers undertaken in the last decade. The entire system now encompasses 350 facilities and 2,500 acres of land, ranging in size from a few square feet to over 500 acres at Franklin Park.

Mandate

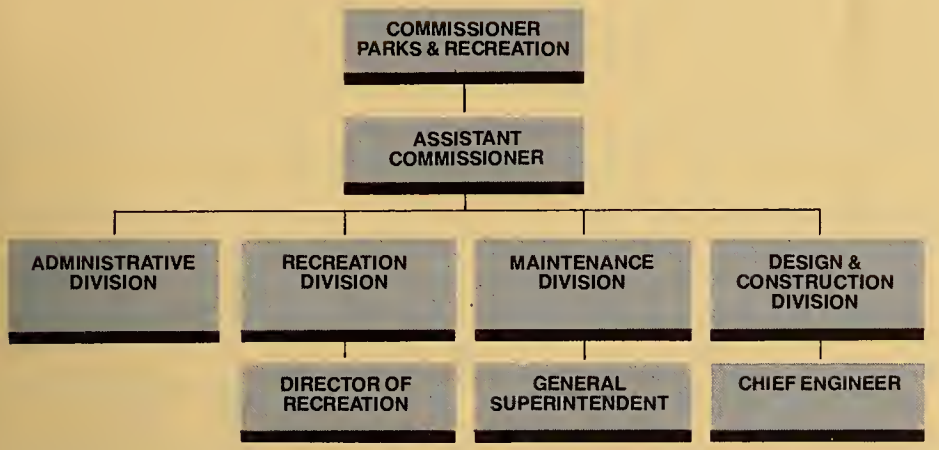
The Parks and Recreation Department has principal responsibility for the maintenance and operation of public recreation facilities and the provision of recreation services. The department is charged with:

1. Maintaining 140 parks and playgrounds, 20 recreation centers, 7 indoor and outdoor pools and 8 golf courses. In addition, the department maintains 82 public squares and malls, 18 historic and 3 active cemeteries and the City's 125,000 trees.

2. Providing year-round recreational programs in the neighborhood parks and recreation centers located throughout the City. The Tiny Tots program serves the educational and recreational needs of preschoolers, and the Senior Citizens program offers a variety of social and recreational activities for Boston's elderly. The summer programs include: the Boston Neighborhood Basketball League serving 4,000 participants, Camp Joy, a recreation program for 350 children and adults with special needs, swimming pool programs and softball and baseball leagues serving 5,560 participants.

Demonstrated Capability for Partnership

Providing safe and properly used park space and recreation facilities to Boston residents requires innovative collaborative arrangements with community organizations, businesses and park advocacy groups. Collaborations have been developed through the implementation of user fees, direct billing to teams for the lighting of softball fields, leasing of golf courses for their operation and management to non-profits, and contracting with community non-profits for the management and operation of swimming pools and neighborhood parks.



Recreation

- For the past three years, several Parks and Recreation pools and pools located at Boston's Community Schools have been open due to corporate support through the Boston Committee and philanthropic support from the Permanent Charity Fund of Boston. The City has contracted with community non-profit agencies to manage the pools. Unlike the Parks and Recreation Department, these community agencies have been able to charge membership fees and other revenues that can be used for direct support of pool operations.

Parks Maintenance and Management

- The Parks and Recreation Department has negotiated with two non-profit associations for the lease of two golfing facilities, the George Wright golf course in Hyde Park and the Devine golf course in Franklin Park. Under these agreements, the non-profit agencies operate the facilities and income generated from greens fees funds facility improvements.
- In the spring of 1982, thirty-three grants totaling $175,000 were awarded to community organizations for the management of neighborhood recreation and maintenance programs. The Boston Partners in Urban Recreation, funded by a two-year $431,393 grant from the U.S. Department of the Interior supports activities designed by community groups to meet individual neighborhood's needs, while establishing self-supporting community projects.
- The Urban Park Rangers program was implemented in May 1983, in collaboration with the Arnold Arboretum, Massachusetts Association of Olmsted Parks and the Friends of the Public Garden. This program provides a uniformed presence in four areas of unusual historic and environmental significance: the Boston Common, the Public Garden, Commonwealth Avenue Mall and the Arnold Arboretum. The current program includes twenty park rangers who patrol the four parks to encourage proper park use and reduce incidents of vandalism and other anti-social behavior.

Community Involvement

Citizen involvement in neighborhood parks and recreation activities is a priority for the Parks and Recreation Department. The department is actively seeking this involvement in a variety of ways:

- Thirty-three community groups have designed and implemented park maintenance and recreation programs in partnership with the department.
- The department collaborates with both state and local park advocacy groups on specific Parks and Recreation programs.
- Community organizations are now operating three municipal recreation centers in partnership with the Parks and Recreation Department.
- Parks improvements, although limited due to budget constraints, are planned in conjunction with neighborhood groups to ensure the most responsive use of these funds.

FISCAL YEAR 1983 BUDGET OVERVIEW	
FEDERAL	$ 431,393
STATE	—
CITY	6,536,000
PRIVATE*	316,000
Total	**$7,283,393**

* Private funds do not come into the City Treasury but are contributed directly to a City agency program subcontractor, a local non-profit fiscal conduit, or program expenses are paid directly by the private sponsor.

Future Challenges

The Parks and Recreation Department utilizes its limited City funds to maintain the physical facilities and open park space. The major challenge facing the department is to secure outside funding for the provision of existing and expanded recreational programs.

Summer Programs

- The department continues to seek private support for traditional and popular summer programs such as the Boston Neighborhood Basketball League (BNBL) and Camp Joy. The BNBL program seeks operational funds, volunteers, referees and business contributions in the form of tee shirts, equipment, and awards. Camp Joy seeks assistance through special fund-raising events, volunteers, and contributions of program supplies from individuals and businesses.
- The Permanent Charity Fund of Boston has helped support the 1981 and 1982 summer operation of city pools. The department hopes to identify corporate sponsors for the pools and a permanent funding mechanism to insure the continuation of these community partnerships.

Parks Maintenance and Management

- Expansion of community parks maintenance and management efforts is essential to ensure the availability of safe and useful public park space in the City's neighborhoods. Community groups will continue to take increased responsibility for local park maintenance, programming and fund-raising.
- Keeping Boston's 140 parks safe and open to all citizens requires the expansion of programs such as the Urban Park Rangers.

Parks and Recreation Department
Room 816
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Veterans Services

History

Veterans Services has been in existence since the Civil War. It was originally known as Soldier's and Sailor's Relief until the early 1950s, when it became the Department of Veterans Services and Benefits.

Recently, a major change in eligibility for services has resulted due to reduced state residency requirements for benefits from three to five years, to one day. This change has increased the ability of the agency to respond immediately to the needs of all veterans in Boston.

Mandate

The mission of Veterans Services is to provide financial relief to all veterans and dependents with dignity, in the event of unemployment, illness, or other special problems according to the laws and directives of the Commonwealth.

This mission is fulfilled by providing human services, such as financial aid, medical expenses, job referral and counseling regarding Federal benefits to any veteran. Any person who has proof that he or she is a veteran or a dependent of a veteran is entitled to file an application for benefits. Using these criteria, over half of all residents in Boston have actual or potential benefit entitlement.

The Veterans Benefits program is based on certain selective conditions established by law. The following are the three principal eligibility requirements:

1. Wartime service with a separation or discharge under honorable conditions.
2. Legal residence in the City of Boston.
3. Financial need.

Demonstrated Capability for Partnership

The Veterans Services Agency brings a record of accomplishment and innovation to any potential partnership. Specific examples of recent accomplishments are highlighted below:

Management

- Implemented a computer tie-in with City Hall designed to make service to veterans more efficient by establishing a more modern information retrieval and storing system. This system checks cases for vital statistics and other pertinent information so that these can be processed efficiently.

Programmatic

- Created a new Veterans Job Intake Section in order to help veterans in securing employment, with a particular focus on Vietnam-era veterans.
- Provided assistance/services to over 3,000 Boston veterans in FY82. Provided counsel to veterans regarding eligibility for Federal benefits. In FY82 this counseling resulted in Boston veterans receiving over three million dollars in Federal benefits which would have otherwise been paid by the state and city.

FISCAL YEAR 1983 BUDGET OVERVIEW	
FEDERAL	—
STATE	$1,350,000
CITY	1,350,000
PRIVATE	—
*Total	$2,700,000

* Under Massachusetts law, benefits received by veterans are paid for equally by the State and City in their entirety. Each year, Boston budgets several million dollars for its aid to veterans. The City receives 50 percent reimbursement by the Commonwealth.

Community Involvement

Veterans Services interacts with the community through a variety of means. Among these are:

- Distribution of public information brochures.
- Outreach activities with community-based veterans organizations.
- Participation in special events which are targeted for veterans.

Future Challenges

The central programmatic and fiscal priorities for Veterans Services for the future are:

- To secure more funds from the Commonwealth by increasing reimbursements for benefit aid only. Veterans Services has filed legislation which would increase reimbursement by the Commonwealth to cities and towns from fifty percent to seventy-five percent.
- To further develop an employment division which would address the employment needs of all Boston veterans seeking jobs.
- To improve service delivery systems so that veterans might be aided more efficiently.

Veterans Services
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